

THE OHIO STATE UNIVERSITY  
OFFICIAL PROCEEDINGS OF THE  
ONE THOUSAND FOUR HUNDRED AND SEVENTY-ONE  
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, August 28, 29, & 30, 2013

The Board of Trustees met on Wednesday, August 28 and Thursday, August 29 at the Nationwide and Ohio Farm Bureau 4-H Center, and Friday, August 30, 2013, at the Ohio Union, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

August 30, 2013 meeting, Board of Trustees

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Wednesday, August 28, 2013 at 8:34 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Brent R. Porteus, Benjamin T. Reinke, Stacie E. Seger, G. Gilbert Cloyd, and Corbett A. Price.

Good morning. I would like to convene the meeting of the Board of Trustees and ask the Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider business sensitive trade secret matters required to be kept confidential by Federal and State statutes, to discuss personnel matters regarding the appointment, employment, compensation and dismissal of public officials, and to consult with legal counsel regarding pending or imminent litigation. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Judge Marbley, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Marbley, Kass, Reid, Jurgensen, Wadsworth, Kellogg, Smucker, Shumate, Krueger, Gasser, and Porteus.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, August 29, 2013 at 10:37 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Brent R. Porteus, Benjamin T. Reinke, Stacie E. Seger, G. Gilbert Cloyd, and Corbett A. Price.

Good morning everyone. I would like to convene the meeting of the Board of Trustees and ask our Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board continue its Executive Session to consider business sensitive trade secret matters required to be kept confidential by Federal and State statutes. May I have a second?

August 30, 2013 meeting, Board of Trustees

Upon motion of Mr. Schottenstein, seconded by Mr. Jurgensen, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Marbley, Kass, Reid, Jurgensen, Wadsworth, Kellogg, Smucker, Shumate, Krueger, Gasser, and Porteus.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Friday, August 30, 2013, at 8:41 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Brent R. Porteus, Benjamin T. Reinke, Stacie E. Seger, G. Gilbert Cloyd, and Corbett A. Price.

Mr. Schottenstein:

Good morning everyone. I would like to convene the meeting of the Board of Trustees and ask our Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

Thank you. So that we are able to conduct the business of this meeting in an orderly fashion, we would ask that the ringers on all cell phones and other communication devices be turned off at this time, and ask that the members of the audience observe rules of decorum proper to conducting the business at hand.

The minutes of the June meeting of the Board of Trustees were distributed to all members and unless there are any additions or corrections, the minutes stand approved as distributed. Thank you.

I would now like to call on our Student Trustee, Stacie Seger, for the Student Recognition Awards. Stacy.

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### **STUDENT RECOGNITION AWARDS**

Ms. Seger:

Thank you Chairman Schottenstein. At this meeting, we will present one student recognition award. The second student receiving this award, Sherry Liu, was not able to attend. We will present her award at the November Board meeting.

I would like to invite Brett Geiger to join me at this time.

Brett was nominated by Dean Williams to represent the College of Engineering. Brett will be graduating Summa Cum Laude in May with a Bachelor of Science in Biomedical Engineering. In his last four years, Brett has excelled in many different research experiences. As an undergraduate research scholar at the OSU Nanoscale Science and Engineering Center, Brett is focusing on biological drug release systems, drug delivery devices, and synthetic vascular grafting. At the Wright Center of Innovation in Biomedical Imaging, he is an undergraduate researcher who focuses on the development a device capable of capturing and detecting circulating tumor cells. This research project earned him first place in the Open Track Fisher Business Plan Competition, a \$25,000 grant from the National Collegiate Inventors and Innovators Alliance, a provisional patent on the technology, and was presented at the OSU Undergraduate Research Forum. Brett has also interned in Berlin, Germany at the German Helmholtz Institute Center for Biomaterial Development, where he investigated methods of coating a cardiovascular stent with nanofibers. The results from his internship were presented in Germany.

Brett's superior academics and dedication to research has resulted in many well-deserved accolades. He was named a Barry M. Goldwater Scholarship Honorable Mention, Undergraduate Research Scholar within the College of Engineering, Biomedical Engineering Outstanding Junior Scholar, Phi Kappa Phi Honoree, a member of the Honors Collegium Class of 2014, National Merit Scholar in 2010, and a 4-year Distinguished Merit Scholar at OSU.

Brett has maintained an impressive GPA in a rigorous curriculum, while also staying involved as a member of the Student Advisory Council in the Undergraduate Research Office, Mirror Sophomore Honor Society, Ohio Staters, Incorporated, and as the academic chairman of Sigma Phi Epsilon.

We wish Brett the absolute best as he pursues a PhD in biomedical engineering with a focus on biomaterials for regenerative medicine applications. We also wanted to let Brett know that OSU has a wonderful doctorate program in biomedical engineering if you need help deciding where to pursue your next level of education. Congratulations Brett, on your outstanding work in research and as a student.

Mr. Geiger:

I would like to thank the Trustees for this honor. I have had a really incredible experience here at Ohio State.

It feels weird to be a senior. I am not sure I am quite ready to be done but we are getting there. Football season begins this weekend so let's hope for an undefeated one to send me off.

I would like to thank my guests for skipping class and work to be here with me. In the second row is my dad Chuck and my girlfriend Laura. Thanks to them for being here. My family and friends have always supported me and I think that is a really big factor in all of my successes. I understand that not everyone gets to have that kind of support from their friends and family and I appreciate how lucky I am to have that.

Not only have I received support from my friends and family, but my research advisors here at OSU have been very open and accepting of my ideas. They were both very happy to take me on and very excited to invest in me as a student.

I remember when I first began working in Dr. Lannutti's material science and engineering lab. I was a freshman with no research experience. The one question he asked me to get involved was, "do you tend to break things?" When I answered no, he was happy to take me on. I think that's a testament to how willing OSU professors are to invest in their students.

August 30, 2013 meeting, Board of Trustees

I appreciate the other things OSU has done for me, all of the opportunities it has provided for me; to go to Germany, for me to do research at such a young age, and the ability to compete in the Business Plan Competition. Most of all, I appreciate the scholarships that have enabled me to be here and focus on other things than paying my tuition bill.

In summation, I think given that football week is just beginning, Go Bucks!

Mr. Schottenstein:

I would now like to call on Dr. Alutto for the President's report.

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## **PRESIDENT'S REPORT**

President Alutto:

Good morning. I am delighted to be here today.

I have had the privilege of serving as interim president for only two months and already I have witnessed two of the most exciting times in the life of our university; that is Welcome Week and Commencement. Those two bookends of a college experience define why we are here and what Ohio State is really all about. They reveal much about the spirit and soul of this university.

I recently had the pleasure of speaking at the Columbus Metropolitan Club downtown. I was asked about my focus and my priorities in leading the university. As I told the audience, my role is really very simple: It is to create an environment in which we facilitate faculty success and support students as they accomplish more than they ever thought they could. In the process we will fortify the foundation needed for attracting the best future leadership of Ohio State.

That really is the heart of my focus, to continue to push towards the ambitious and bold vision we have charted for Ohio State's future, one of achieving true eminence for our teaching and research programs.

When I talk about the north star of eminence, this is really based upon some straightforward principles: Attract the very best students to Ohio State; recruit outstanding faculty, who will join the enormously talented faculty that we already have here; and then bring them all together, our students, faculty and staff through academic programs of teaching and research at graduate and undergraduate levels. And the last commitment, of course, is to make all this possible through securing the funding necessary.

So maybe it is not exactly simple, but it is straightforward.

I am pleased to report that we are making extraordinary progress on all these dimensions. I think you know that I am not one to overstate, but this truly is an exciting time to be at The Ohio State University. We are seeing the evidence of our impact and our excellence quite literally at every turn. We are putting words to action in terms of our strategic and financial planning. The integration of these two elements has brought us here today, at a juncture at which we are able not only to sustain our momentum but to actually accelerate it.

Let me share just a few small proof points for that.

As you know, we have an amazingly exciting First Year Experience program for incoming students. I am proud to share that last week I welcomed the inaugural class

of our Second-year Transformation Experience Program, which includes about 1,000 students and 50 faculty, roughly the size of many liberal arts colleges. In support of this commitment, a few days ago we broke ground on the North Residential District, bordered by Lane and High, where our second year students will live, where they will study, and will meet with faculty for years to come.

I also want to mention a couple things that bode well for the north campus residential project. For example, we recently learned that the Park-Stradley renovation on our South Campus, which in a sense is being integrated at this new facility, received national recognition for architectural excellence. Just as important, a competitive review process has already enabled us to trim \$26 million from our construction costs before we even get started. These are outcomes of outstanding cooperation and coordination across areas and units ranging from Academic Affairs, Student Life, Facilities, and Communications and they involve faculty, staff and students. They are signs of the commitment to focusing on excellence and eminence and not solely issues of parochial interest. That is the signature of a great university.

It's important to remember that STEP really is about building programs that bring students and faculty together and not about buildings. It is about extending the solid foundation that is already in place for our students. It is about elevating the student experience to the next level through academic programming, study abroad, and greater interaction with outstanding faculty.

Just last week, we welcomed 7,100 first-year students to The Ohio State University. We greeted them with our traditional Convocation and the singing of Carmen Ohio and then, for the second year, we ushered them downtown to introduce them to all of the opportunities that the great city of Columbus has to offer. Thanks to Mayor Coleman, our friends at the Columbus Partnership, and so many others for making this a terrific celebration. We are an urban university with all the advantages that provides in terms of access to art, culture, entertainment, transportation and the overall quality of life that we all enjoy. Developing the passion we see among our students and alumni is enhanced by our being part of a vibrant, growing metropolis and it is good to introduce that advantage to students on their arrival to this great university.

I want to mention that the whole Welcome Week was a great example of the "One University" spirit and coordination from move-in to our downtown event to dozens of activities across our campus. In the process, I do want to acknowledge all of our faculty, staff, students, and community partners who truly took part in these activities and outdo themselves quite literally every year. I particularly want to commend our vice president for Student Life, Dr. Javaune Adams-Gaston, for her remarkable efforts and those of her team, as well as Dolan Evanovich, our vice president of Enrollment Services. He and his staff are pivotal in attracting such outstanding students to our campus.

Dr. J. and Dolan, are you here? Please stand.

They make a huge difference in the success of this institution. That is something that we need to keep in mind.

This year's incoming students are another extraordinary class again, the finest in university's history. If we look at where we've come over the last decade in terms of incoming freshman classes, our upward trajectory is clear and I think everyone finds it very compelling. To give you a sense of that, since 2003, the number of annual applications received have increased by 77%; our ACT scores have increased by 3.1 points, from 25.4 in 2003 to 28.5. Most importantly for all of us, our six-year graduation rates have increased 21 percentage points from 62% to a projected 84%. That's far above the national average of 56%.

Just as important, these are students who have shown initiative and leadership skills through participation in service activities, advanced studies and breadth of vision that bodes well for their ability to take advantage of the opportunities we provide here at Ohio State.

In addition of course to our best freshman class in history, we also welcomed 258 new faculty members, more faculty than in any previous year. The efforts of these new scholars will complement and leverage the research, teaching and outreach of our existing faculty.

By the way, in just a short time, we will hear from two of these distinguished faculty members; Professors Gary Wenk from the Department of Psychology, and Anil Makhija, from the Fisher College of Business.

Clearly our faculty is central to the university's strategic plan, part of which includes bringing to life our Discovery Themes. These are true differentiators in how we address and solve the grand challenges in Ohio and beyond. These are really those interdisciplinary research areas in which Ohio State has that will distinguish itself as we seek true eminence. That unique commitment clearly attracts additional faculty talent to our intellectual community and that has certainly been demonstrated in by this year's recruiting success.

Reflecting this, just this month, we learned that our university has earned a place among the top 20 "Best Places to Work in Academia" in a survey published in *The Scientist*. This third-party validation cited strengths in tenure and promotion as well as teaching and mentoring. This is one more reason that our university as a destination for faculty and staff is more vibrant and magnetic than ever.

None of this would be possible, of course, without a strategic financial plan to continue to identify creative ways to finance our aspirations to support our students, our faculty and our staff, and to make Ohio State a great place to work. As reflected in national debates, the goal of course is to generate such resources without placing unreasonable burdens on tuition levels. In this regard we have been uniquely and remarkably successful not by sitting by idly, but by aggressively transforming our financing model, by issuing century bonds and leasing our parking operations and looking for other creative ways to monetize our assets. The goal is to use such resources to advance and support our academic mission and that focus must never waiver.

Our innovative strategies are beginning to show dividends in very large and in very small ways. For example, our University Staff Advisory Committee has been able to increase the amount of funding available to our staff simply for professional development from about \$10,000 last year to \$150,000 in this coming year. Of these resources, \$75,000 will be used to enhance existing grants and expand the opportunities that are created with the remaining being used for training and leadership skills of staff using services that are available on campus. We are beginning to see the impacts of the leasing of parking facilities on our ability to provide additional student scholarships which is critical to our plan, support for the arts and recruitment, to recruit faculty and staff in key discovery areas.

While I'm mentioning our superb staff, I want to make a special note that our Police Division, which many of us take for granted as a background activity, recently received accreditation from the Commission on Accreditation for Law Enforcement Agencies. This is a significant honor in the law enforcement world. Of the 680 law enforcement agencies serving colleges and universities nationwide, only 59 are accredited. A thank you and congratulations to our Ohio State officers is certainly in order and I hope you will all join.

I also want to mention one of the university's and certainly this community's crown jewels of the summer, and that is Pelotonia. I had the privilege to be a part of the excitement and positive energy that it creates. It really doesn't get any better than this event, more than 6,700 riders from 40 states and eight countries, all riding, all training, all working together to end cancer.

With fundraising to continue into October, Pelotonia projects this year's totals will surpass \$18 million. I want to repeat that, \$18 million. We are looking at the total amount raised since 2009 to exceed \$60 million. That is spectacular. We are very, very grateful for this amazing outpouring of time and treasure. Right here on our campus we are making a difference in the fight against cancer. I certainly would like to publicly thank everyone who has played a role the riders, volunteers, partners, and supporters. Again, I would like to pay special recognition to two individuals; Dr. Michael Caligiuri from the James and Tom Lennox and his Pelotonia team. Tom and Mike, if you are here, please stand so we can recognize you. Well, they are not here but we are going to recognize them anyway.

Now it is my distinct pleasure to introduce two of our outstanding faculty to share their research with us. By the way, both of these scholars have been recognized for their extraordinary teaching abilities as well. It was enormously difficult to choose a couple of faculty to join us today. There is such a remarkable array of research being done on our Ohio State campuses every day but perhaps most importantly with impacts that go well beyond this campus. I want to thank our new Provost, Joe Steinmetz, for his input and his leadership in selecting two from such an outstanding group of faculty.

First, I'd like to welcome Professor of Psychology and Neuroscience, Gary Wenk, who is a leading authority on the consequences of chronic brain inflammation and animal models of Alzheimer's disease. Professor Wenk is a fellow of the American Association for the Advancement of Science, a member of the OSU Center for Brain and Spinal Cord Repair, and one of our University's Distinguished Teaching Award recipients.

He is a regular contributor to *Psychology Today*; Dr. Wenk is the author of the 2012 book *Your Brain on Food: How Chemicals Control Your Thoughts and Feelings*. I had a really interesting flashback as I had a donut. In a recent TED talk, Dr. Wenk discussed how food and drugs, which to him are often one in the same and is the key issue here, often affect brain function and aging.

Gary, it's a pleasure to welcome you.

Dr. Wenk:

Good morning everyone. Thank you President Alutto and Board members. I appreciate you inviting me to speak to you today. I want to echo one of President Alutto's comments. This is a great school to succeed at and I couldn't do it without a wonderful collection of undergraduates working in my lab. You heard previously from one of the undergrads receiving an award, they all are spectacular. They make my job easier and they make this work possible.

To begin, let me tell you that I study brain aging. I have been doing that for as long as I have been aging, which is a long time. Studying brain aging is not easy because we really don't know what it means to age and that's been part of the challenge. If we are going to figure out how to slow down the process of brain aging, we need to understand what those changes are and then test ways to reverse it. That's what I try and do.

Over the past few decades, I have frequently obtained exciting molecules from drug companies and we have tested them in our animal models. As you all are very well aware since you haven't been introduced to this in Walgreens or CVS, we don't have



anything for you. What I have been doing in the recent 10 years now, is trying to think outside the box. As President Alutto said, in my TED talk, I introduced some of those concepts and that's what I want to summarize for you today; what we have been doing and where we are going here at OSU.

First of all, let me show you the general approach that we take. We no longer see drugs as separate items. For many of my students, coffee, donuts, and nicotine; these are nutrients. Really from the standpoint of our body, there really isn't that much that separates the nutrient from any other drug that they take. It's just, is it nutritious or not, and they don't care.

From the way that we are approaching it now, drugs affect us throughout our lifetime, foods affect us and they all are chemicals. That's how we are approaching it. Let me introduce you to one of the most important chemicals that anybody exposes themselves to each day when they first get up. You need to replenish brain chemicals. You use them up while even dreaming in those early morning hours or thinking throughout the day. How do you replenish those transmitter systems in your brain; you eat things. If you look on the left, those are donuts and there is a reason why you find Tim Horton's and Dunkin' Donuts at every corner in America. It's because we want them to be there. If we didn't buy them, they wouldn't be there. Why do we want them to be there? While interviewing people, we have discovered that what they need are those items that are highlighted at the bottom of the screen. They are trying to get sugar, choline, and lecithin; that's in donuts. If you go over to the RPAC at the Courtside Café, you can actually buy what they call a Smart Blend which contains essentially a liquid form of donuts and some items that really have no effect on them because they don't get into the brain. People seek these things out whether they are aware of them or not.

Why do you want a donut in the morning? Donuts provide the ingredients to make a transmitter that I have been studying for 40 years called Acetylcholine. Acetylcholine has been in the news for neuroscientists for decades because this is the transmitter system that dies in people who develop Alzheimer's disease. What does it do for us? That slide shows you essentially that Acetylcholine allows you to say "read the word ball" and understand its meaning. Thanks to Acetylcholine, you can see vertical lines and tell that they are vertical. You can see horizontal lines. You can then think about what a ball looks like; that's its round; how big it is; you can formulate the words, how to say the word ball or even think "what do I do with balls?" If you have ever known anyone with Alzheimer's disease who doesn't have enough Acetylcholine, you know that they have trouble recognizing what a ball is used for. We tell people this, if you lose your car keys, that's not a sign of Alzheimer's but if you find your car keys and you don't know what they are for, that's a sign of Alzheimer's disease. In this case, you look at a ball and go "I know, what should I do with this?" That tells us something; they can see it but they don't know what it's for. That's the key difference and that is what Acetylcholine does for you.

We have been interviewing people who don't have dementia for decades now and asking them "what did you do?" One of the most interesting things is that they have eaten choline and sugar laden products. That led to the design of drugs in the 1980's of drugs that enhance Acetylcholine such as this one, Aricept®. In the 1980's, that was my research, focusing on testing Aricept and it was newly being placed in rats. It works fairly well but we wondered what can we do to help people prevent Alzheimer's disease. By interviewing people in their 80s and 90s who do not have dementia and simply asking them, "what did you do, why are you not demented?", we discovered a lot of things that have been guiding my research recently. That led me to coffee.

Thus far, you have learned that coffee and donuts are good for you. All of you have been doing very good things for your brain thus far. Why is coffee good for you? Because, in the morning when you wake up and you have that donut, you are not adequately enhancing Acetylcholine. Coffee enhances the function of Acetylcholine in

your brain. It actually allows it to become more active. As you saw in the previous slide, you need Acetylcholine to read the word ball or to understand what you are reading. We are finding that this is why people self-dose themselves with these things. How good is coffee, is there more than turning on Acetylcholine? We now know that a cup of coffee is neuro-protective. By interviewing people, we have discovered that people who drink up to five cups a day, now that's pharmacological for many of us, but as you get to five cups a day, your chances of getting Parkinson's disease and Alzheimer's seems to be significantly reduced. It's the caffeine. Don't ever give up the caffeine. It's not all of those wonderful things in coffee or tea; it's the caffeine in those products that's neuro-protective.

The interesting thing that studies like this have shown us is that I have also tested nicotine. It turns out that people, who smoke cigarettes, if they don't get lung cancer, almost never get Parkinson's disease. We know that if you smoke cigarettes for five to ten years when you are in your 20s and 30s, you don't get Alzheimer's disease at the same rate.

You are not going to recommend to somebody that they smoke cigarettes, obviously. So what do you do with this information? You simply point it out and then scientists like me try and find ways to get around this. What do we give somebody everyday of their life to help them prevent these brain related aging disorders? The approach that we take are short term approaches such as coffee. Acutely you think better, more crisply; or take a donut. There are also intermediate interventions that I have been trying such as spices and herbs and vitamins and various nutrients. I will skip over that for now and focus on the long term data. By interviewing people, we discovered that there are things that people do that significantly alter their ability or likelihood of getting Alzheimer's disease, to have brain aging. That raises the question; what is it about getting old that puts you at risk? The answer is that our long term studies have shown us that some foods are protective. The benefit is they protect us from the things we do most often; we eat and breathe. The most dangerous thing you take into your body every day is oxygen. Now we know we need it to live but it's a double edge sword.

We are covered in dead skin and layered with mucus for one essential reason, to protect us from oxygen. What do we do, we eat anti-oxidant foods every day. If we inhale too much oxygen, we become inflamed and we eat those things in the bottom [slide] to fight the inflammation.

Let me summarize to you what's going on. Why is the risk of aging so intimately related to doing what you must do every day to live, eat and breathe? You begin with two carbon bonds. Everything on the planet is carbon-bond. As consumers, your job is to consume those wonderful calories between those two carbon atoms that show up in fat, sugar and proteins. Once you have the calories, you have a bit of a problem. You have some carbon debris left in you. So what you do is inhale a nice lung full of oxygen, which is wonderful. The oxygen forms with the carbon and you exhale CO<sub>2</sub>. It never is perfect; we are always left with a little oxygen and that becomes the negative culprit here. Oxygen is toxic to us. After a while, cell by cell, it kills us. Every day, as you eat and breathe, you slowly die. If you could stop eating or breathing, you would die. Obviously you have a problem here.

What do we do with this? We fight the oxygen by consuming anti-oxidants; protecting ourselves from the necessity of eating all of those carbon bonds. That colorful product that mom and dad tell you to put on your plate and you have told your own children, the color is what protects us from the oxygen.

Over the years that I have been here, I have tested blueberry extracts and it works beautifully as an anti-oxidant. Anything that is colorful works and the darker the better. What we have found is that dark chocolate is great and dark chocolate, if you happen to be a man, is wonderfully protectant. Men who eat chocolate live longer than men who do not eat chocolate. There is no benefit for women. One thing that is in chocolate

that is highly beneficial, that we have discovered a few years ago, is that it contains marijuana. That's not why chocolate tastes so good but it's called an Anandamide.

An Anandamide is essentially marijuana that's found in coco powder. Interestingly, your brains make Anandamide. We decided to investigate this. Why do men do so much better with chocolate and is it due to the Anandamide? We began looking at aging and Anandamide or marijuana, as it is better known. What you are looking at is a piece of the brain from a human or rat, it wouldn't matter, and there is a lot of inflammation in the brain. One thing that happens to all of us as we get older is inflammation builds up in the brain. The inflammation up there is shown in those blue dots. The red dots are cells that are about to die because of it. This normally occurs. Inflammation turns on and it correlates with how mentally impaired people become. People with Alzheimer's disease have a lot of inflammation. We gave our animals the equivalent of one puff of marijuana a day and after three weeks we tested them and their memory was significantly better. The inflammation went away, neurogenesis restarted. It is an astonishing benefit.

Once again, you are not going to tell somebody who's partially demented in their 60s, 70s or 80s, who might already have cognitizant problems, to smoke marijuana every day; that's not going to help. My challenge now is to find a way to get this benefit without producing the cognitizant impairment, the high. In an old brain, brains respond to this drug. Old brains respond to caffeine, nicotine, and marijuana differently. I know that it sounds like I am suggesting all of these immoral things but when we interview people in their 70s, 80s and 90s; they don't remember how many times they ate broccoli, cauliflower, or berries. They remember how many times they drank coffee, or maybe smoked marijuana. Our studies in other labs that have published this are now beginning to look at this. You will see that we have been publishing things where we are looking at things that influence of cannabinoids in caffeine. Can cannabinoids stop brain inflammation and the answer seems to be yes. This is a potent drug found in a plant just like caffeine or tea. This is where our research is taking us now.

Our hope then is that we can begin to use this knowledge to tell people aging of the brain begins the moment you are born. What we have discovered from interviewing people is that you want to begin to change your brain very early because the changes start as you can see from this slide much earlier than do the symptoms. Cognitive decline begins, changes in the brain occur long before you actually notice any impairment in your loved ones. We now know that people who have developed arthritis who never get Alzheimer's disease don't get the Alzheimer's because of their arthritis. They were taking anti-inflammatories from the age of 40.

Would you like to develop arthritis if it were promised you would never become demented? Maybe you would or maybe what we are going to do in the future is to introduce a patch or a diet that would lead somebody to prevent all of these things from happening. The epidemiological evidence has already shown us that it works. We don't have to test this to find out if it works; it does work.

We now conclude that what you eat affects brain function. It depends on how long you have been doing it and what you have been consuming. A single dietary habit is not good enough; diets are a life style. If you have already noticed, you want to eat as little food as possible so that you breathe as little oxygen as possible. If you do choose to eat, eat donuts and coffee and marijuana and cigarettes. This is what our data is revealing.

Obviously, we are going to take this to the next step. How do we find treatments that can actually be taken early on in people who are diagnosed due to their genes or inherited vulnerabilities. Tell them that it is never too late. You can start today, regardless of your age. That is what our studies have shown us. Because we can understand what it means to age, we can intervene at any time point. I will stop there and take questions then.

August 30, 2013 meeting, Board of Trustees

Mr. Schottenstein:

Would you prepare lunch for our next board meeting?

Dr. Wadsworth:

Does it imply irreversibility?

Dr. Wenk:

That's the thing. It does not imply irreversibility. What we really think is that because every day you introduce an insult, the oxygen from eating, you have a chance to actually prevent that.

That's why we think it is never too late. The changes are probably not irreversible. The younger you are, the better, but it is never too late.

Mrs. Kass:

I have a question. If you say that using oxygen is detrimental then what do you say to athletes who are utilizing a lot of oxygen?

Dr. Wenk:

That comes up in my classes whenever I talk to laypeople. The conclusion is that I am telling you don't exercise. Statistically that is the evidence. If you take two genetic identical individuals and one of them is eating 4,000 calories a day and is an expert swimmer who is swimming as some of our students do, 4-5 hours a day and their genetic couch potato eating 1,000 calories a day. If you simply ask the question, who lives longer, the couch potato does. This kills you and the more fat you have in your body, the more oxygen you use, that kills you.

Oxygen ages us and that is the sole reason we die.

Let me say one more thing. There has to be balance. You have to have bone strength, muscle strength. You have to exercise. You find a happy balance for your own genetic history.

President Alutto:

For a moment there Gary, everybody was really excited.

Mr. Schottenstein:

I think there are still a few Trustees who would like to sit in on your class.

Dr. Wenk:

They are welcome. Thank you.

President Alutto:

And now, it is my honor to welcome a faculty member that I had the good sense to hire in 1999, professor of finance Dr. Anil Makhija. He is a Senior Associate Dean at Fisher College of Business, where he holds the Distinguished Professorship in Finance. For the last 10 to 11 years, he has received the Outstanding Faculty Award from the Executive MBA graduating classes, and he has also received the Pace Setter's Teaching Award, which is Fisher's highest honor for teaching.

Professor Makhija has recently overseen the establishment of a new center at Ohio State, the National Center for the Middle Market. This center, which is collaboration actually with GE Capital, is dedicated to building capabilities of Middle Market firms through research, through corporate outreach and student activities. This middle market research is an excellent example of applied research at the national level and its impact has been widely noted by mainstream media such as the *Wall Street Journal*, *The Economist*, *The New York Times* and *Bloomberg BusinessWeek*.

Professor Makhija, welcome.

Dr. Makhija:

Thank you Dr. Alutto. Thank you to the Board of Trustees for this opportunity. I appear before you as the Academic Director of the National Center for the Middle Market. This is collaboration as Dr. Alutto pointed out between Fisher and GE Capital. The ribbon cutting with our Dean Chris Poon, and Jeff Immelt, CEO of GE, was a few months short of two years ago.

I come to describe to you research that I have participated in, but more importantly the whole research agenda that the center has undertaken. Using this research and other mechanisms, we have taken the word out to the corporate sector and also to policy makers. One underlying belief in our endeavor is that research should be relevant but it should also be visible so that it is impactful. Ultimately, we want this research, of course, to do the primary mission of our university which is talent management and therefore student engagement.

Those are the activities that I will describe to you and we hope through these activities to have outcomes for Middle Market firms and those outcomes are favorable value creation, more growth, and in today's economy in particular, job creation.

We have fostered a definition of middle market firms which is \$10 million - \$1 billion in revenue. There are other definitions out there but this is the most comprehensive definition. Clearly it carries a very wide territory so we studied it by chopping it into three parts: \$10 million - \$50 million, \$50 million - \$100 million, and \$100 million - \$1 billion. We follow all three segments within this market.

If you think of firms in the United States economy, small firms those with revenues less than \$10 million, there are six million such firms. If you think of firms with revenues more than \$1 billion, there are only two thousand firms. In between lies the segment that we are concentrating on; there are roughly two hundred thousand firms in this middle market.

These two hundred thousand firms are extremely important to the economy. As we have now discovered, they explain one third of the non-government gross domestic product (GDP). They explain roughly one third of private sector jobs. If you were to look at their GDP contribution where they are purchasing power connection, they would be the 5<sup>th</sup> largest country in the world; USA, China, India, Japan, and then the US middle market before we get to Germany.

Even though they are so significantly important, they have not received the attention they deserve. Small firms are large in number, as I pointed out, about six million and they deserve attention because they are centers of innovation. In fact, they will form a government advocacy for them in the form of the small business administration. Large firms with revenues more than \$1 billion have deep pockets, they can afford lobbies, and they are in the public eye; they get attention. Unfortunately, this middle important spine does not get attention. Furthermore, we cannot assume as our research is now showing us, middle market firms are simply an average of small and large firms; they are not.

In fact, let's compare them first with small firms. The typical middle market firm has a life of about 31 years. How long do small firms live? We know there is a lot of churning in small firms; about seven years. You see that the behaviors and characteristics of middle market firms are very different from those of small firms.

I propose to you that these firms are also distantly different from large firms as well. How so? The typical large firm is publically listed, provides data to the FCC, and unfortunately, other research shows it fixated on the next quarterly earnings per share announcement. However, middle market firms, on the other hand, behave with much longer horizons. They are typically privately held. They are either family owned or private equity owned, which changes their horizon and behavior. As evidence with which we have discovered in our research, in the great recession that we left behind in 2007-2009, middle market firms actually added 2.2 million jobs. This is the same period during, when fixated on the next quarterly earnings and trying to manage their balance sheet, large firms actually let go 3.7 million jobs.

You see, there is plenty of new discoveries in this segment and we haven't really studied this segment in the past. I will show you how we are trying to collect this data ourselves.

Incidentally, middle market firms are dispersed all over the nation. Large firms, as you know, are largely headquartered in the Northeast. I propose to you that if you want to get a sense of how the economy is doing, how the country is doing, the middle market firms are a better barometer.

As I mentioned, we have taken three directions to push the agenda for middle market firms; corporate research, policy maker outreach, and student activities. We have funded approximately 25 projects in the two years we have been in existence. A lot of this research has been done by us, but also by colleagues in Fisher, and as you can imagine, we are managing to engage the best researchers from across the world. In fact, it is our target that within the first five years of the life of our center, we will engage at least 40% of the top business schools in the world. As you can see some of them are already engaged with us doing projects; whether it is Chicago Booth, Duke, or Columbia, etc. This will produce long term fundamental research.

There are also immediate needs of the middle market firms. We are also, as a center, partnering with a number of think tanks and trade. We have done projects looking at perhaps supply chain problems; looking at the problems of advanced manufacturing; and through the economist intelligence unit, looking at why middle market firms have not gone as much abroad as for example middle market firms in Germany do. This is part of our research agenda.

As part of our corporate outreach, we now offer executive education programs. We have offered three cohorts at this point. What is unique about these programs is that we ask the companies that typically have not had the opportunity of executive education to come to us not only for remedial management education, but to bring to us a particular problem that they are facing and we will provide a coaching team with our faculty in conjunction with GE Capital to address those problems. We go across the country to make presentations on the research we have found because we firmly believe that research needs to be, as I pointed out, relevant but also visible to be impactful. We have been presenting at national conferences, at trade gatherings and also by going to different geographies. In fact, we are concentrating on six major areas across the country where there is a preponderance of middle market firms.

For the data problem that I had mentioned earlier, we are now creating the data that could be available for further research. We interview 1,000 middle market executives every quarter. We ask them about revenue growth, employment, investments, their confidence level, and the challenges that they are facing which is work that we can then take to the policy makers by visiting the Hill in DC and also going to New York

and other media places. Now word about the middle market and its research and problems have begun to appear in the *Wall Street Journal*, *The New York Times*, *The Economist*, *Fortune*, and dozens of other outlets.

Here is a snapshot of the quarterly webinar; 45 minutes giving a snapshot on where the middle market is. A much longer document is available on our website. As you can see, the middle markets are predicting a 5.1% revenue growth right now which contrasts with the revenue growth of only 1.2% for the average Standard and Poor's large firm. They are projecting at 2.5% growth in their employment as well. Confidence levels for the middle market are up, whether you look at the global level, at the U.S. national level, or even at the local economy level. We ask one very interesting question, "If I give you one extra dollar, what would you do with it?" Sixty-four percent of middle market managers are today telling us that they would invest that dollar. That is the highest we have had in two years of this survey. You might say that it also means that one-third of them would hold the cash. That is the continuing problem of the economy; where the trends are looking up but there is a lot of hesitation in the economy.

Finally, to give you a sense on what we are doing for the students, we have now created the first ever middle market course, which was offered in spring. We highlight the unique management problems across all the functional areas of business; finance, marketing, etc. We also hold a student summit. We have started a job fair for middle market firms so they don't have to compete with the GE Capitals of the world for talent. We also do the Big Ten Case Competition on middle market firms now. The interesting thing I believe about this case competition is that it's a live case. Meaning that we talk to middle market firms like Ethan Allen or Bravo Brio to bring a problem that they are actually facing and then present that to the students to compete on. This gives us not only visibility in the Big Ten but it also provides for the students an experience with real problems because the CEO's of these firms and their COO's come and participate in the case competition itself.

As you can see, there is a lot more detail I could give but I know your time is valuable so I am going to stop here and take any questions.

Dr. Cloyd:

This is fascinating work and obviously a tremendously important area and to get this kind of information. I was really astounded by some of the statistics around the middle market companies and their impacts and growth. I was interested in your comment relative to policies and what can further the opportunities these companies provide at local, state, and perhaps, national levels. Are we doing any work now with the Glenn School? Is this an opportunity to be leveraging the fruits and value of all of this research to even go to another step in terms of policy impacts?

Dr. Makhija:

Yes. While we haven't done anything in particular with the Glenn School, we are very open to that. We are, as you can see, reaching out across the world. In particular, we are taking on a number of policy studies.

For example, even as the economy has a 7+% unemployment rate, 37% of middle market managers tell us that they can't find the right people. In fact, among manufacturing firms, that is 48%, which means every other manager can't find the right person. We have done some studies now as to why this is happening. It's not a great surprise; it is our education in fact. We are not creating enough STEM (science, technology, engineering, and mathematics) people. In this country, can't compete in the studies with advanced manufacturing techniques because of the low labor costs with India, China, Vietnam, etc. It's really that we have to create that STEM education.

We actually have a little study that perhaps I can point you to our website where we looked at this policy but that's not the only policy issue. We also discovered now that the cost of regulation for inner inordinately middle market firms, than other firms. Obama care is going to have exemptions for small firms. Large firms are going to have the economies of scale to manage their costs. Remember what happened to Sarbanes-Oxley; they tried to cut off \$75 million before it really took on the punch. Middle market firms don't have either the political or other ability to get those exemptions. It is an excellent question.

Dr. Reid:

First of all, this is fantastic that this is happening at Ohio State. It makes me feel really proud. I have a two-fold question. I actually founded a company here in Ohio that was a middle market company; I sold it. Grew it, worked in 41 countries, so we did go international and sold it to a Fortune 500.

Two questions. One; I sat for six years on the Cincinnati branch of the Federal Reserve here in Ohio and for all those years, I didn't hear of what was happening here at Ohio State. So the first question is, what you are doing linked in with the Cleveland Federal Reserve and if not, it certainly needs to be because you have critical data. The second question is; you offer a lot of services to entrepreneurs, I am wondering if you offer anything that helps entrepreneurs of mid-market companies think through the process of taking on venture capital and then eventually selling their companies because that is a completely different mind-set. Those are my two questions.

Dr. Makhija:

In particular with respect to Cleveland, as you can see, I make presentations all over the country. I have actually made an offer to the Cleveland Fed, whether they would like for me to come out and present. We are doing that all over the country including going to DC and talking with Steve Stivers, Sherrod Brown, and so forth. As you can hear the national debate you hear small firms, and they deserve our attention by the way. Small firms, there are six million of them. Large firms clearly have an international imprint and we need to support them as well. Truly, the economy as a whole would be better served if this important segment was also cared for. It's not part of the political debate out there nor the economic policy and therefore I think this is research but it is also a mission for us.

As your second question; when we do executive education programs, we are very happy for the firm to identify that particular issue their interested in. There have been a wide variety of issues that have come in. We put together a team of coaches that will address those particular problems. For example, we had one team that wanted to grow its agricultural instruments business by exporting it to Turkey. We found Oden Shenkar, one of our faculty members and an expert in international business. We actually had a faculty member with a Turkish background. We are trying to address that, and as I said, we have already done three cohorts of such executive education. Bring us a problem; besides refreshing your management education, we want to take you one step further.

Mr. Schottenstein:

Any other questions?

I have a comment and a question Professor. Earlier today in President Alutto's reports, he referred to the welcoming of the new freshman class and the experience that we provide to them including taking them downtown and the manner in which we so efficiently move them into their dorms. I think it's an example of, as much as you hate to use the words "best practice" because it is often overused, that is probably a best practice. We heard about Pelotonia which is another superb example of excellence



here at Ohio State. I would say to you, commend to you, I think I had the honor two years ago to attend at least a part of the first one of these. In fact, I woke up that morning and turned on CNBC and was surprised to see them reporting right here from our campus, in this very room, reading up for the initial Middle Market Summit that you and Dean Poon were successful convening with the help of GE Capital. When will the next one be? The reason I ask is because I don't know how many members of this Board have had the privilege of attending but it is a fascinating collection of the synergy and the excitement that you feel when you attend. I think it would be terrific for members of this Board to see it first-hand because I think it is an example of a truly excellent initiative here at Ohio State.

Dr. Makhija:

The next summit is coming very shortly. It is on October 29-30<sup>th</sup>. On the 29<sup>th</sup>, President Bush is going to give a talk. Remember, he was a middle market business man at one point. On the 30<sup>th</sup> will be where I give a longer research summary. In particular, I am talking about break-outs; how some firms after suffering for a long period are able to change themselves and in fact double their sales. What happens in such firms? We have, as you know, roughly 1,000 executives attend and this time, it will be broadcast live on Bloomberg. For those who are obviously very busy, it will be available where ever you are. It will be live-streamed on Bloomberg.

Mr. Schottenstein:

We will make sure we get not only the information on when the next summit is, but the agenda as well to everyone here so that people can hopefully make arrangements to attend.

Again, I can't thank you enough for the great work.

Dr. Makhija:

Thank you. For the other part of your observation about students, we also do a second summit for students in the university so that we can share the findings of the center and particularly point out the great careers. If you work for a middle market firm, you will get all kinds of experiences early in your career because middle market firms don't have as many layers of hierarchy.

President Alutto:

Thank you very much Anil. This is wonderful.

Dr. Makhija:

Thank you for the opportunity.

President Alutto:

In closing, I want to say a couple of things. The first is one of the reasons these two particular scholars were here before us today; they truly represent the breath of what we want to see at this institution. It's very focused and informative research; it's breaking new ground; it's the involvement of students in the activity. This is not a stand-alone function for faculty. It has impact on not just Ohio but quite literally around the world. That's really going to be the focus. It has to be the focus as we pursue eminence.

Let me end by simply saying it has been a great morning. I look forward to this semester as it unfolds; working with the Board has been an absolute delight and I am grateful for the opportunity to do so.

Thank you.

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## COMMITTEE REPORTS

Mr. Schottenstein:

Thank you Joe. Any questions for President Alutto?

At this time, we will hear the committee reports. I am going to slightly change the order. Typically we start with Advancement. If it's ok with Gil and Linda, I thought we would start with Medical Affairs.

Before we do, I want to take a moment. Alan Brass has been chairing the Medical Affairs Committee since he joined this Board in 2006. While Alan is not going anywhere yet, we will be taking action as part of our consent agenda that will authorize the creation of the new Wexner Medical Center Board which will have the effect of collapsing, if you will, the Medical Affairs Committee into this new Board. As such, there will no longer be a Medical Affairs Committee of this Board. That function will migrate to the new Wexner Medical Center Board.

What I wanted to do was to take a couple of minutes to really recognize the extraordinary work and leadership that Alan has provided to this university and to the Board, frankly since he joined as I said in 2006. When Alan joined this Board, I can testify, and others probably can too, there really wasn't a member of this Board that had more than a superficial understanding of what medical centers do or what the business of medicine is even about. Thankfully, Alan not only brought that but he brought it in a very deep and intelligent way.

Instantly we went from a superficial understanding to a very deep financial understanding of it. After all, the medical center represents half of our budget and probably even a greater percentage of our risk. So many examples of superb leadership, you Alan, working hand-in-glove with our CEO, Steve Gabbe, who is sitting here and spearheading the 2009 strategic plan.

I would be remiss if I didn't talk about the fact that the largest project in the history of this university; the \$1.1 billion new hospital tower that will become the new home of the James Cancer Center. One of the great things about Alan's leadership with that project is that he has reminded this Board at every single meeting since we broke ground, he has said the same four words: On Time and On Budget. There are no better four words to hear particularly with a \$1.1 billion project.

Of course, most recently, he has launched and overseen the new strategic planning process for the medical center including the creation and movement towards this new governance structure which we think will even help us get better.

Alan, on behalf of the Board, I want to thank you for your leadership, your wisdom, and probably more than anything, your friendship. Nobody could have done it any better. I know you aren't going anywhere, but this will be your last official report. I can't say thank you enough.

Joe, I know you wanted to say a few words as well, but Alan, thank you.

President Alutto:

I, in one sense, have seen Alan in a slightly different way than I had before. When I worked with Alan as Provost, what I saw was an individual who had an incredible focus on what was happening in the medical center, but who also understood the role the

medical center played in the future of this university as a whole. That was always in all of his comments, all of his concerns; to make absolutely certain we understood the balance issues and understood the ways those two activities, the university as a whole and the medical center, are intertwined. We had to be able to have success in both of those areas.

Alan, the way you have been able to do that, the sensitivity, the passion that you have had, is really remarkable. From my perspective, I want to thank you for being you. It shows in everything that you do. Thank you so much.

Mr. Schottenstein:

Not so fast. I will say one thing before I call on Gil. There will be, as there should be, a plaque honoring the contributions of Alan Brass that will be prominently displayed in the new \$1.1 billion building. There is no one that deserves it more.

Dr. Cloyd:

Very briefly. In 2006, Alan and I as trustees did an orientation of the medical center together one day. A part of that was spending an afternoon, and this, I want to be clear, was under totally different leadership here, in the university and the academic medical center at that time. This included a review of the financials and how money was made, and where money went. I often get befuddled in reviews like that but Alan and I left that meeting, both of us, totally befuddled. Alan, I can still remember, you looked at me and said "something is just not totally right and clear here." Now, my befuddlement was ok, but we were very fortunate as a Board to have Alan who could understand it and Bob, as you very well said, and Joe, was able to work with people here at the university to where we gained the understanding we needed; made some changes that needed to be made; that has allowed us to go forward in this very important area.

Understanding our financial risks, understanding what made sense, and what didn't make sense; and we have been very fortunate as a Board to have someone with both your ability and your experience in this area to bring that kind of good governance to what is going on in the university. Thank you, Alan.

Mr. Shumate:

When you mentioned governance, it reminded me that one of the characteristics of Alan that I have admired has been his focus on governance. As a Board of Trustees over the past several years, we have really taken that subject seriously. Alan, you have been a model trustee because you always focused on the strategic. You always focused on the significance of public policy. You left the operations and management to the leadership at the medical center, but you really offered wise counsel and advice, but more importantly, led by your actions. You have demonstrated what it means to be an outstanding trustee; focused on the right things.

Dr. Wadsworth:

I would like to make a comment if I may. I first met Alan a year before I became a trustee when I was asked to chair something called the Medical Center Board at the time, to bring the six hospitals together. You can imagine there was some trepidation in taking on that. That was when I first met Alan. All of my worries evaporated as I realized there was somebody in the room who could actually do this. We worked together on that and since then, I have worked with him on the current Board.

I would like to echo some of the comments. Alan has been able to bring great clarity and focus to very complex issues; that's a real skill. This wonderful new center that is almost complete is a great legacy that you leave Alan. Thank you.

Mr. Schottenstein:

In a minute, you will be able to give your report, but I was reminded of one other thing. We used to have a committee called the Audit Committee and now we call it the Audit and Compliance Committee. There is a reason for that and that's because of Alan Brass. A lot of people don't know this, but it was probably in your first year on the Board. Alan pulled me by the back of the neck, which I needed to be pulled by at the time as I was trying to chair the Audit Committee, he said the audit functions are important but you really need to also focus on compliance. I think I had a deer in the headlights look when he said that to me. That was another example of great governance, insight, and wisdom.

Alan, thank you for your leadership. We know you aren't going anywhere. You are going to continue to be sitting here for quite a while. We will now hear your report.

Mr. Brass:

I don't have any comments.

No, I do have a couple. You know, I learned a long time ago, whenever you have an opportunity, you pull together a lot of great people and you ask them to work with you. You try to listen very carefully and if you are a lucky person, it goes in the right direction. When you take a look at the medical center, with Dr. Gabbe, and Dr. Caligiuri, and I could keep on going; there is a great team of people. I will tell you, a lot of meetings, a lot of time, and a lot of listening has helped us go in the right direction. The colleagues that have served with me, alongside me and guided me have been very beneficial.

I will tell you a story and this is about Alex. You know what I am going to say, don't you?

When I was a first year trustee here, he said "Alan, you are used to running large corporations with 20,000-25,000 employees and multi billion dollars." He said "this isn't a corporation, this is an academic university. We in corporate America need to always put that first. When we sit on a Board like this, we have to think what's right for academics, what's right for our students, what's right for our faculty, what's right for our population." I will never forget that and I have come from 42 years of academic medical centers. I do understand academic medicine.

What we have gotten accomplished here, we will look back in the next 10-20-30-40 years and say "we put the ship in the right direction." Healthcare is going to go through some hair-pin turns like you have never seen before, but we are poised well. If we stay focused and stay strategic and don't forget our mission of academia, I think we will do fine.

I am very grateful for all of the comments. I am very grateful for the acknowledgement. I am very humbled by it. I will tell you, we have all had challenges in our life to make you step back and think about what is important. There is nothing more important than our people. My common denominator has always been, are we doing what's right for our people? In the case of the medical center, it's our patients. In the case of the world, it's each and every one of us.

Thank you very much.

Mr. Schottenstein:

Gil or Linda, Advancement.

Dr. Cloyd:

The Advancement Committee met yesterday. The first thing that I want to discuss is the University Foundation Report. We reviewed the results from Fiscal Year 2013. Going into Fiscal Year 2013, our total new fundraising activity goal was \$360 million which we knew would be a real challenge as we continue in an economic climate of malaise in this country. I am happy to report that the team exceeded their goal by over 3.5% over last year and delivered \$374 million in total gifts and receipts.

Also, importantly, we have put an emphasis on donors and donor numbers. Here again, they exceeded their goal. We had 228,000 donors last year, an all-time record high for Ohio State, a 13% increase over last year. We acknowledged yesterday a special effort that we have in our annual giving activities which is very important. These tend to be important but smaller gifts that really leverage the size and scope of Ohio State University. The team that works on this, our annual giving team, they are another group that had a record year for the first time ever we surpassed \$15 million, a 16% increase, in our annual giving.

Web also looked at the review of our current campaign, where we want to deliver \$2.5 billion by June 2016. We have passed \$1.6 billion now in that campaign and we are actually ahead of a linear target towards our goal. All really very good news.

The Foundation Report is on the consent agenda and the committee recommends it for approval.

Also on the consent agenda for approval is recommending the naming of the Emergency Department at our hospital here, the Abercrombie & Fitch Emergency Department. This recognizes a very generous \$10 million gift from Abercrombie & Fitch with \$8 million directed to the expansion of our Emergency Department and \$2 million for the Abercrombie & Fitch Chair in Inflammatory Bowel Disease.

The President provided really important background on Pelotonia. We talked about Pelotonia in the committee. I won't repeat his comments but a couple of things I think are worth highlighting. What a great event this is. It is now the largest annual fundraising activity by Ohio State and all of the funds go toward cancer research. I would like to repeat one comment that the President provided. This event was really pioneered by two extraordinary individuals: Dr. Michael Caligiuri and Tom Lennox.

The final thing I would like to say is that I think what we are seeing in Pelotonia is very innovative and it shows the power, I think, of three things that come together. First, we have an area that has a very significant need, in this case, curing cancer, and a phenomenal capability that we have at the James. As the people in the Comprehensive Cancer Center have done, reached across the "One University" and they leverage the science capability across this university.

Secondly, a very novel fundraising model in terms of how people participate and how you engage such a large population in the activity. Finally, as an engaged and very supportive community structure, Pelotonia would not be what it is absent the very strong individual community support and very important business support that the community here in Central Ohio has provided to it. It's truly a terrific event.

We had our first formal introduction to two new Vice Presidents that have joined the Development area: Patty Hill-Callahan who came to us from Johns Hopkins and who is now heading all of our health sciences area philanthropy, and Sara Rubin who has come to Ohio State from New York University and will be leading our principal gifts area. You can think of principal gifts as \$5 million plus gifts. As we have talked in the past, this is a key area for our attention as we look at our aspirational peers and the 2020 goal that we have set for ourselves to be the number one public university in the United States in philanthropic support. The principal gifts area is a key area for us.

Anybody who is involved in development activity, you had to have big smiles on your face after we listened to the two of them. They are outstanding individuals, lots of passion. Great things are going to happen. The one item that burned in my brain was when Ms. Rubin said "we take big ideas because that's what leads to transformational philanthropy". I love that idea and I love the concept and I think we can have a lot of big ideas here at Ohio State.

Jay Gerlach, who all of you know, who has been the Chair of our Foundation Board and a tremendous supporter of Ohio State, provided briefly an update on what the Foundation Board is doing now. Jay is passing the mantle, or what some people might say the heavy weight, of the Chairmanship of our Foundation Board to Bill Lowrie; another individual that all of you know and who is a supporter of this university.

This leadership structure now really wants to look to say "how can we even further enhance and leverage the expertise, the capability that the Foundation Board can bring, to take us to a new level in our philanthropic activities?" One of the things that they are doing right now is on a learning cycle. They are actually making some visits to other institutions to find out what their Foundation Boards are doing and what they are really looking at are our aspirational peers. They have already looked at the university that today would be number, one year after year, UCLA, in a public university context. They plan to get this learning, bring it back, and incorporate it and look to see what we want to do around the Foundation Board. I think that's a great initiative and it's going to be another thing that is really going to help us in our development activity.

The last thing I want to talk about is a discussion we had on our private research grant philanthropy. I am going to take an area that semantically is very complex and I am going to over simplify it. I want to try to do this in a headline way and if you got underneath it there would be some of these but, but, but; it is very difficult.

Here is what it's all about. A major source of the philanthropic support for this university comes from what we call private grants. I am going to call it private grants; we call it the Office of Sponsored Programs. Roughly think of it as funding that is provided from private sources. All public sources, whether it's NIH, NSF, the State and anything they do with research, doesn't count. It also eliminates all contracted private research where there is a quid pro quo. If a pharmaceutical company approaches the Ohio State University, wants clinical study done and then they are going to own the results, that doesn't count. Obviously those sources are very important but we have a big bucket of private support for this university that doesn't fit into that. This is an area, as we looked over the last year and following it through the year we saw we were starting to see some slippage in our private support activities. In fact, we came in short on our goal this year. In Fiscal Year 2013 we brought in \$81 million in this bucket. You can see the numbers are big, they are large. If we looked at our campaign of \$2.5 billion, \$775 million of that we have targeted to come from this source. We saw we needed to do something.

I want to credit Mike Eicher for getting right on top of this. He didn't wait until Fiscal Year 2013 results came in. He engaged Dr. Whitacre, our Vice President of Research and now Provost Steinmetz looking over the units. One of the reasons this is important, this is a complex area because responsibilities both in thinking about sources of these gifts and then in executing it crosses many borders. It crosses the Advancement organization. It crosses the Office of Research. It also crosses each of the individual units within the university. You have a situation of who is doing what, how are we thinking about this and why. It needed some work going forward as to how we organize to do this better. We are at the early stages but I left our meeting yesterday with a stronger sense of confidence. Number one, we have got key leadership now, really putting attention to this area of how we will enhance our results. Also, really recognizing, I was really pleased with some of the comments that the Provost provided on how we are starting to think in the trans-institutional context, bringing groups together to get those big ideas, put them together, get responsibilities

on them and develop strategies around that; how we can best approach the outside world whether its corporations, whether it's foundations, or whatever for this type of private philanthropic support. Coming back to the statement that Sara Rubin said, "getting those big ideas to move over into transformative philanthropic support" I think is very possible. It obviously fits very well under the banner we keep talking about of "One University" and in leveraging this university.

An important area, not where we want to be right now. This is not a burning platform. I think the leaders that need to be involved in the university are involved. What we agreed at the meeting yesterday was that the Advancement Committee is going to get at least two reviews a year to stay close to this area and follow it to ensure we make the progress we want.

That concludes my report.

Mr. Schottenstein:

Great report. Any questions. Ben?

Mr. Reinke:

I wanted to add one nuance to this that was discussed. When we think about bringing these transformative ideas from a Professor or a group of Professors forward and using the talent and skill set that the Advancement team has in order to leverage the university's breadth in excellence, to try to bring in more money to the university to support research. This is extremely important going forward while we are in a time when we will likely not see an uptick in federal research money. This is the bucket that is available as we expect federal dollars to shrink to support research efforts that are taking place on campus. There are a lot of people thinking critically about this. It's figuring out ways to leverage our talents on campus in ways that we haven't before. This is our one area for potential growth.

Mr. Schottenstein:

I have a comment. First of all, Gil that was a tremendous report. It's really encouraging the progress we have made in Advancement. We have lofty goals. Our student reminded us that our football season starts tomorrow, not that we needed reminding. The goals we have in Advancement are no different than the goals we have in football, and they ought not to be. We want to be number one. It's a team sport, philanthropy and advancement and all things related to it. To quote our former coach, Woody Hayes, you win with people. Mike Eicher is sitting back there and you mentioned him in your report Gil and I think I speak for the entire Board, the extraordinary leadership, almost as a coach, that Mike is giving to this area is going to allow us to win. Mike, we can't thank you enough.

We will come back to Medical Affairs, Alan, for your report.

Mr. Brass:

Thank you very much Mr. Chairman. I want to highlight a half a dozen items that happened at yesterday's meeting that I thought the Board and all of us should be aware of.

Under Dr. Gabbe's report, I highlighted three things. One is that the scorecard for our medical center is looking very strong. Our development dollars are surpassing budget. Our patient satisfaction system, which is a very important indicator in today's reimbursement world, is looking very strong. Our research dollars and this is a very difficult time for research dollars, total awards this last year were \$251 million against the budget of \$222 million. The NIH dollars which are part of that came in at \$126

million verses a budget of \$130 million. Anyone that is in research understands how difficult NIH dollars are to get these days. It will continue to be that way as we struggle with the major economy.

Dr. Lockwood, the Dean of our Medical School, gave us a report yesterday and I highlighted three or four things that I thought might be helpful. In 2002, we had 2,973 applicants to our Medical School for 188 slots. In 2013, we had 5,651 applications for 188 slots. You can see how competitive it is. One of the things that Dr. Lockwood said that I found to be very interesting; we have gone from 70% to 76% of the number of students that want to apply to Medical School, applied at Ohio State. That means that out of the 5,600 applications that we received this year, 1,500 students applied to Ohio State University Medical School. Speaks well of what they think of our medical school in our state. Of the incoming class, 55% are men and 45% are women. The MCAT (Medical College Admission Test) average was 34 this year. To put that in a national basis, the average MCAT for Medical School is 25. Our GPA this year is 3.7 coming into the Medical School. This is some interesting information from Dr. Lockwood.

Quickly on our finances. Our adjusted admissions ended up at 1,002 versus a budget of 1,001. Adjusted admissions is a calculation that is used across the country to take all of your volumes; surgery, outpatient, inpatient admission, observation, and we have a formula that is put in place so you can compare apples to apples across the country. Ours was 102 this last year up again for the last six years. Our expenses were down 1.7% over our budget and flat compared to the year before. We carried the entire medical center without adding an extra single dollar of expense compared to the year before. We have to do better.

Our gain from operations was \$204 million compared to a budget of \$173 million. We actually had financially the best year in the history of the medical center, this past year.

The three big things that we monitor every time we get together, EBIDA, days cash on hand, debt service capability all are above budget, all of them are exceptionally strong. Our EBIDA was 14.5%. Days cash on hand are 64. I remind you, 10 years ago, we started at 2 days. Each day is worth \$4.5 million. Our debt services are at 6.7 coverage. Now, we are adding a fourth. We are going to start tracking the expense reduction portfolio. We have got to get serious about this so we are going to start putting a monitoring device on our scorecard to see how we are each individual year and cumulatively. We have got to make sure that we, in fact, don't price ourselves out of the market; but more importantly, with reimbursement going the wrong way, that we make sure the bottom line is in the right direction.

The building project. We have allocated \$1.1 billion now. We have actually got under contract \$985 million and we have spent \$700 million. The building will open September 24, 2014. Part of our contract was an EDGE (Encouraging Diversity, Growth & Equity) contract; how many minority contractors we would have as part of this project. I am happy to tell you we are at 22% right now. Our goal was 20%. We think that it's probably going to end up at 25-26% by the time we finish all the interiors. We are doing well against all of the criteria that we set for ourselves.

There are two things on the consent agenda Mr. Chairman. One is the credentialing process. In light of our new Board coming in, we have formed a quality and professional services committee which will actually monitor the quality and do the credentialing process. The change that you have before you would allow that committee to do that credentialing in between board meetings. They in fact can continue to process physicians and other allied professionals that need to be credentialed. The second is the Wexner Medical Center Board of Trustee bylaws that would have to be adapted hopefully at the consent agenda. Governance will talk about this as well. Medical Center approved it.



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The last comment I will make as we officially close the Medical Affairs Committee, is the project is on time and on budget.

Mr. Schottenstein:

Any questions for Alan? Great report.

Audit and Compliance, I think Mike Gasser is going to give that report in Judge Marbley's absence yesterday; he is recovering from a cold. We hope you get better soon.

Mr. Gasser:

Thank you Mr. Chairman. Yes, the Audit and Compliance Committee did meet yesterday. The first thing I mentioned to the Committee was that the Judge was not going to be there because he had this bad cold and we should thank him for not contaminating all of us.

He did tell me before the meeting started that he had reviewed all of the material and he had no concerns. He also said, "This is the lightest agenda we ever had and I think you can even Chair this Committee." I said I'll try and see if we get through it. Judge, we did get through it.

The first item of action was the Authorization to Modify Audit Requirements for Campus Partners for Community Urban Redevelopment. Ms. Kristine Devine, the university's Vice President of Business and Finance presented this item. She said that due to the campus partners significant restructuring and simplification, management believes that a full audit is not necessary and a resolution was presented to replace the audit required by Board policy with an agreed upon procedure engaged with external auditors focused on procedures believed to appropriately test areas of risk which would be a more effective use of the company resources. Mr. Chairman, the committee did vote in favor of this resolution and it does appear on our consent agenda today.

The committee did inquire if we had appropriate audits performed for all of the affiliated entities and Mr. Geoff Chatas, the CFO for the university, informed the committee that he would reassess the level of audit engagement for each of the entities and report his findings at a future meeting.

Next, Mr. Rick Stover, a partner with PricewaterhouseCoopers (PWC), the university's external audit firm, presented the external audit status report. This was really an interim report. The full report will be at the November meeting which is a very heavy meeting for us. As part of PWC's responsibility under the generally accepted auditing standards, PWC is required to communicate with the members of the university's Audit and Compliance Committee on certain matters regarding results and scope of the external audits. He is comfortable that there are no issues at this time and they are progressing on accordance to schedule.

Then, Mr. Gates Garrity-Rokous, the university's Chief Compliance and Integrity Officer presented the compliance update. Gates reviewed the steps his office is taking to move compliance from a reactive process to a proactive process. They have inventoried the key regulatory requirements, finalized the compliance risk assessment, and are in the process of finalizing a plan to mitigate the top compliance risks. Gates will provide the annual compliance plan at the next meeting. One of the things Gates talked about was this risk assessment tool that they are working on. They are in the process of integrating the findings of this risk assessment tool with the internal audit work and the compliance work which will really be a great process once they get that done.

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Then the committee heard a report from Mr. Michael Mitchell, Vice President and Associate General Counsel. Mr. Mitchell presented the quarterly affiliated entities report and briefed the committee on the status of our 25 affiliates with a special focus on the changes and status of selected affiliates since the last update to the committee. After hearing from Mr. Mitchell, the committee convened into Executive Session. Mr. Chairman that concludes the summarization of the Audit and Compliance Report.

Mr. Schottenstein:

Great. Thanks, Mike. Any questions?

Next, Governance Committee, Alex Shumate.

Mr. Shumate:

Thank you Mr. Chairman. The Governance Committee did meet yesterday and there are three items on the consent agenda that were discussed and reviewed by the Governance Committee.

The first is Board bylaws for the Wexner Medical Center and the creation of the Wexner Medical Center Board. You heard Alan Brass talk about the new model which we believe is going to very effectively and efficiently assist this Board in carrying out its fiduciary duties and responsibilities by allowing us to call upon a broader base of governance talent that has significant business, healthcare, and Board experience and expertise. Some of the members of this Board will be national as well as residents and citizens of the State of Ohio.

In addition to looking at the bylaws in general from a governance perspective, we also reviewed the recommendations for appointment of members to this new Board. There is also a resolution on the consent agenda appointing the Trustee members of the Board; five Trustees pursuant to the bylaws will be appointed: Mike Gasser, Jerry Jurgensen, Cheryl Krueger, Corbett Price, and Dr. Janet Reid; also, the first Chief Executive Officer of the Medical Center, Dr. Michael Caligiuri. We are also recommending that he be appointed as well and that is on our consent agenda as item two.

The third agenda item that we spent time focused upon is the Establishment and Appointment of a Presidential Search Committee as well as the Advisory Committee. There is a resolution that recommends the official and formal appointment of both groups. Also, part of that resolution is the contract to retain the search firm and search consultant, William (Bill) Funk and Associates.

We would recommend all three of those items for approval on the consent agenda.

That completes my report.

Mr. Schottenstein:

Thank you Alex. Any questions?

Academic Affairs and Student Life; Dr. Wadsworth.

Dr. Wadsworth:

Thank you Mr. Chairman. We met yesterday and we did what we often do which is endorse a number of what I call routine personnel actions. However, in this case, it included the appointment of our new Interim President as well as the Provost. We didn't have protracted debate and we are recommending this slate for approval in the consent agenda.

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President Alutto:

That's good.

Dr. Wadsworth:

We thought you would be pleased.

The Committee first looked at our academic scorecard which was on schedule with scope and so on. We went then immediately into a good discussion from Provost Steinmetz discussing the years six top priorities for the Office of Academic Affairs. I won't go into a lot of detail. I will mention them.

There is a very good discussion underway about enhancing the undergraduate and graduate student experience. This is very timely given the pressures of tuition and debt and change in the funding profile of various elements of the university's budgets. There is a very good plan in place to really explore what that looks like for the 21<sup>st</sup> century public university. At the end of the year, there is going to be an action plan that defines the holistic Ohio State student experience.

The Office of Student Life's goals support the priority of enhancing this and Vice President of Student Life, Dr. Javaune Adams-Gaston, described four elements. You heard about the first one, the STEP Program which many of us attended the ground breaking of the structural part of that. Enhancing the student experience at the group and individual level, especially focusing on the needs of international students who arrive from many different countries. They land at Columbus airport, and what happens then? We can't assume they know how to get a driver's license or execute normal things we take for routine. There is a good program in place to think how to welcome them and get them off and running quickly. The third element is responding to students in crisis. This takes on the tough issues of sexual violence, prescription and drug abuse, conduct issues, diagnosed disabilities, and mental health needs. We heard some of the details for each of those. This is an area that obviously requires the university's attention. Finally, advancing a thriving campus community, recreation opportunities, safety initiatives, general health and wellness, living spaces on or near campus, and so on. Of course, we have taken special attention with safety in recent times because of the traffic related accidents that have taken place. We see a lot of innovative thinking around that and we are going to add that to our academic scorecard; to measure the progress of safety initiatives.

The second of the priorities that Provost Steinmetz mentioned was developing the Discovery Themes. We have all been talking about this for quite a while. Getting going with those three which you remember are Energy and Environment, Health and Wellness, and Food Production and Security. The goal is underway to create short and long term action plans for the Themes and to launch the first of these very shortly.

The third area was developing eLearning. This has been a topic of great debate. My own personal view is that this is a good place to be a fast follower because we are seeing stumbles in the early adoption of eLearning; the most prominent being the recent San Jose State, Udacity issue where pass rates and the complete rates were far lower than what had been predicted and anticipated. Obviously we are very interested in this area and the university needs to have a leadership role. We also need to be very thoughtful about how we go forward and that is certainly what we heard in the discussion of this area.

Another priority is discussing new models of faculty evaluation and rewards in an interdisciplinary climate. I bow to the superior knowledge of the culture surrounding this issue to our university colleagues. How we reward people who work across traditional boundaries, when often the rewards come in specific areas, is obviously something

that has to shift if we are going to go to what I think we all believe is important in getting interdisciplinary research and teaching underway.

The next area was balancing affordability and access and excellence. These are very real issues. How do you keep tuition in-hand and at the same time build all the new facilities and the new equipment and the new teaching methods. That's something that is going to continue to be very important.

Finally, another priority was enhancing the arts at Ohio State and the connections with the Columbus arts community. We heard a little bit about the strong connections that are already in place. There is going to be an emphasis on that final sixth area.

That was the report from Provost Steinmetz.

Then next discussion was from Dean Christine Poon of the Fisher College of Business, reflecting back on the talk we heard earlier which was obviously connected. That's probably the best advertisement for the Fisher Business that we could have had. She did go through some of the details. I will give you a very quick summary.

Over the last ten years, the college's student body has grown considerably. Undergraduates increased by 33%, graduate population by 17%. There are currently 91 tenured and tenure-track faculty.

Rankings are always a tricky subject. In *U.S. News & World Report*, the program ranks 17<sup>th</sup> overall and 8<sup>th</sup> among public institutions. The *Financial Times* 2013 rankings put the college at number 12; that is the preferred ranking system, clearly. The company that they are in at number 12 is really very strong, just behind Columbia, Northwestern, and Michigan. This top 12 was a who's who of universities. That was very impressive.

The budget of the college is just over \$72 million, with more than half that amount coming from undergraduate and graduate fee revenues. State subsidy now makes up less than a quarter of the total budget. We discussed some of the details of the budget.

Finally, Chris described the focus she is going to have in maintaining this impetuous. She also talked a little bit about telling the Fisher story and a new branding effort underway to position the college.

The committee then adjourned. Thank you Mr. Chairman. I will take any questions, of course.

Mr. Jurgensen:

Just a thought on the Discovery Themes for a second, and equally for you Dr. Alutto. In anticipation of today's symposium on the university presidency being successful; I am sure it will be. In my mind it raises the question of whether or not we could use that mechanism for all three of the Discovery Themes. In other words, have a national symposium on food safety and production. Brent, I can see us bringing in the production side of that. I sit on the Board of one of America's largest food companies. Our CEO would do it in a second. Use the same model of bringing people in to discuss these issues and really with a two-fold purpose: it would highlight why our Discovery Themes are relevant, and It could be an interesting way to find out whether or not the things that we are pursuing inside the Themes are in fact the right things; or at least those things that are topical to people who engage in those things as their only business.

It's just a thought.

President Alutto:

I think that is one of the types of activities that I expect to go on as the Discovery Themes emerge. If you go back to Anil Makhija's presentation, that's been an important part of what they have done; to bring in executives to come in and help guide the activities and give advice. I think that is certainly something we can integrate. The other issue is, it's a way of positioning this university more nationally with key individuals. It's a great idea.

Mr. Schottenstein:

Yes, a great strong idea.

Dr. Cloyd:

This is a comment and a process question that I really need a brief answer. I was encouraged when you outlined the plans particularly around the student experience program with where do we want to lead and where should we maybe be a fast follower. I think it's so important because we talk often on strategies and deciding what you are not going to do. That I find very refreshing particularly when we have got a culture that we always say we want to be the leader in all of this and it sounds good and frankly there are places where we should be the follower. What briefly is the process of this? I know it will work through the Provost's office but how are the decisions made; this is where it is going to be the priority of what we want to do and these are going to be things that will follow and these people are going to follow; these are going to be things we are just not going to think about because they are not that important?

Dr. Wadsworth:

I think the process typically will involve the Provost having vigorous debate with the various leaders of the university and we get a capsulation of that and have an opportunity to understand the thinking behind it. Like all great universities, I think there is going to be a vigorous debate to include the Discovery Themes. As you know, that was a long time in evolving and did engage external thought processes. I would agree that it's a good idea to maybe have a kick-off panel of some sort.

I think it is a pretty open process to try and understand. The eLearning in particular I think did run the risk of diving in too fast. There was a lot of anticipation about this being an easy path, which it could be, but it's not so obvious on how you melt it into a university. I am a big fan of it but you have to understand when and how to use it.

President Alutto:

I often think our strategy has been really one of getting as much experience as we can with multiple delivery modes, watching what's happening at the bleeding edge, and then deciding where we are going to put in some time and effort. The question of how you integrate eLearning with our on-site learning and all of the rest is part of the strategic plan which the Provost coordinates. As an element of that strategic planning process, each of the academic units goes through a question and review of what are they doing; what are they not doing; what are the deemphasizing; what are the new emerging issues that are coming forward. That gets reviewed literally on an annual basis by not just the Provost but all of the members of the team that are surrounding the Provost.

You are absolutely right. There is a constant questioning of why you are doing this; does it make sense; with limited resources should you shift those elsewhere. That at least on a formal basis occurs at the academic unit at least once a year during that review process.

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Mr. Schottenstein:

Other questions? Thanks Jeff.

Finance Committee, Jerry.

Mr. Jurgensen:

Thank you Mr. Chairman.

In keeping with the Clark Kellogg methodology and brevity, our trend continues. We brought in a bunch of money; we spent a bunch of money; we got a bunch of money left.

Mr. Schottenstein:

Which of the three bunches are you most concerned about?

Mr. Jurgensen:

Actually, the focus of our meeting yesterday largely was on the bunch of money left. Here is a quick and simple way to think about the balance sheet of our university.

We have about \$10 billion in assets: \$4 billion is brick-n-mortar; \$5 billion is money, cash and investments; about \$1 billion is promises to pay us at some time in the future; accounts receivable, pledges receivable alike. Virtually half of our assets in the entirety of our net worth, the difference between our assets and liability, is cash in investments. I will get back to that but that was the focus. We have an annual review about how we are managing those cash and investments; that was yesterday.

Before we got to that, like a lot of other committees, Medical Affairs, Academic Affairs, etc., we have a number of scorecards that we review on a regular basis. Everything on those scorecards is in very good shape which means they are essentially all green, a few yellows, and no reds. That led us to actually talk to Geoff about how to keep our scorecards alive and relevant. If you are coming in meeting after meeting after meeting and all of the indicators are just green, green, green, green, it makes you wonder if we are really measuring the right things; is there something new; does this thing we are measuring continue to be relevant; is there something that might be more relevant; because in taking from something that Alan pointed out on the medical score card which was that the challenges of our medical center are not in our current operating results, not in our current income statements. As a matter of fact Alan, you said we had the best year we have ever had there. The clouds, if there are clouds, he said on the horizon. They are a year out; they are two years out. There are all of these uncertainties surrounding what's going to happen with an erratically different health care environment in this country. It really causes you to ask, I think, are we measuring those things that are going to tell us how we are positioned; not for today, but for tomorrow.

Geoff is going to ask, at least with respect to those things financial and maybe something each of the committees ought to be asking themselves, what is the process in which we keep our scorecards timely and relevant, as much looking forward as they are looking backwards. Almost by definition, this whole exercise is looking in the rear view mirror. If you spend too much time doing that, you are bound and determined to run into something because you are not looking out the windshield.

With respect to the ones we have right now, everything is in very good shape. That would also include our Physical Environment scorecard which Jay Kasey reviewed for us as well as our construction project status report which Lynn Readey takes us through every time. There is one project, the Sullivant Hall and Billy Ireland Cartoon

Library and Museum, which Lynn has coded yellow; she said it's both yellow for budget and timeline. I think the bottom line of this that it is an extremely complex remodeling of an old building. For anyone who has ever done that house-wise or otherwise, it's always an uncertain thing. Being able to predict exactly what you are going to find when you tear into the ground or tear into the wall is difficult, and I think that is what she described to us yesterday.

We then got to our Chief Investment Officer, Jonathan Hook and Mike Papadakis, our Treasurer. They presented the annual review of the investment portfolio and returns. Bottom line is with both of those, we had a very good year. Double digit returns in a total return sense. On a relative basis, all of our returns were above their relative benchmarks. We did have a lengthy discussion on the whole issue of benchmarks. This is similar to the comments I made about scorecards. The first thing you have got to ask is how are the returns? The second thing you have to ask is where are the returns relative to some kind of objective standard. The third thing you need to ask is how comparative is the standard to what we actually did. The problem with investment analysis and return analysis is you have what is called a tracking error which means that the things that you are invested in mostly look like the benchmark but may not exactly know. It is important that you decompose all of those numbers and look into that.

We asked Jonathan and Geoff Chatas to do some additional work with us and some of the outside resources that they work with to come back to us and tell us that yes in fact our benchmarks continue to be appropriate, that our tracking error is within a satisfactory boundary, and the like. They are going to do that.

The next item is a consent agenda item. Geoff presented us with a board resolution that would create a Comprehensive Investment Policy. Historically, we have always had an investment policy but we have had different investment policies relating to different pools of funds across the university. Multiple investment policies, if you will, with respect to the roughly \$5 billion that we are managing. What we are doing now is creating a Comprehensive Investment Policy that is an umbrella for all of this money. There aren't any real significant changes in it that I need to call out to you; it's a lot of cleaning up and clarification of roles and responsibilities, what you need to do to hire investment managers, fire investment managers, and the like. The one substantive change that we did make was that we changed an asset allocation target. Like all large institutional portfolios, we have asset allocation targets which dictate how our portfolio breaks down between various forms of investments; whether it's domestic equity, international equity, fixed income, real estate, private equity, etc. We made a change to lower the boundary of what we have in fixed income. That's a bit anticipatory given that a lot of investment people in this day and age are beginning to get extremely nervous about interest rates, i.e. that interest rates are rising. We want to make sure that our investment department has all the flexibility it needs to de-risk this portfolio with respect to fixed income. We needed to change this.

The second item we have is a resolution for the approval of two construction projects; the Kottman Hall Renovation and the Agriculture Administration Library and Student Success Center. These total about \$18.2 million. Both projects will be funded without external debt. These will be used in current cash reserves as well as some state capital funding.

The Committee approved both of these resolutions as presented and recommend them to you.

That concludes my remarks.

Mr. Schottenstein:

Questions for Jerry?

Dr. Wadsworth:

I would just like to comment on the very useful reminder about the scorecards. We actually had a graduate measure as well Ben. We didn't have any measures regarding graduate work as well as safety. Even in yesterday's meeting, we added a couple. My concern about scorecards is they do become routine. You have a crisis and you go back and everything was green, you sort-of say, how did we miss that? I think we have all had that. We do heat maps as well, right? I think it might be useful somewhere for us to bring that together in each meeting and look at the scorecards as a collective and make sure we all see what is happening.

Mr. Jurgensen:

I think it's a great idea. I can give you another example. Across both audit and finance, we have a lot of issues under enterprise risk management, whether they are compliance risk, financial risk, or what have you. It's always useful but when something happens around here, whatever it is that leads either to a monetary exposure or reputational exposure or anything else, you say, did we have anything that looked at this? We find that over half of the time the answer is going to be no. We weren't tracking anything to do with what we just read in the paper that just went wrong. You really have to be diligent about all of this and continually ask yourself a question and not fall into the pattern of a routine. I think at least with respect to the financial scorecards, to some degree, that's where we are. The medical center is a really good example of this because there is probably no business line of ours at this moment subject to more exposure on a going forward basis than that. If you look at our measures, they are, in large part, current productivity kinds of things, admissions, surgeries, and the like.

Mr. Schottenstein:

It's like standing on the edge of the beach with the sun hitting you and you see a typhoon out in the ocean. Right now you are feeling pretty good about the sun.

Mr. Gasser:

Jerry mentioned something that I think we all ought to think about. In the report that I gave, the Enterprise Risk Management that Gates and his team are going through, it would be an ideal tool to, at the end when it's done, make sure that all of those items are on a scorecard someplace. Someone should coordinate all of that activity just to make sure. If it's a risk, it should be on a score card and someone should be managing it.

President Alutto:

I am glad you said that because that was part of my response. If you look at the risk assessment that is being done now, it incorporates many of those issues which today we don't think of as necessarily a big issue but we identify them in fact as potentials for huge shifts. Integrating that with the scorecards would make a great deal of sense.

Mr. Jurgensen:

You know, what probably has me thinking about a lot about this is I happened to go on the board of another insurance company not too long ago. Having been in that business myself, I thought that everything we were doing at our company was really state of the art and cool. I think I was at my second meeting at AIG and found out that in Columbus I was driving a covered wagon and they are in a rocket ship compared to the kinds of things and it woke me up. You have a tendency to tell yourself "boy, we are really on top of this" until you see what somebody else does. Then you realize that you have a few things to learn.



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Mr. Schottenstein:

These are really great points. You look at the scorecards and obviously if you try to run your life with a score card, you are going to bump into a door pretty quickly. Just asking the question, why is a particular item on the score card, why did we choose to look at this item? Let's talk about it. We understand the arrows are going this way, or this way but why is it even on there? What happened that made us even put it on? Then you start to peel the onion back a little bit.

Jerry that was really a great report. Any other comments?

The consent agenda, which we have referred to throughout these committee reports, is now before us for a vote. Dr. Alutto, would you please present it to the Board?

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### **CONSENT AGENDA**

President Alutto:

Thank you Mr. Chairman. Today we have a total of 11 resolutions on the Consent Agenda. Please note that two resolutions on the consent agenda today were not on the pre-distributed agenda: item number 2, Appointment of Members to The Ohio State University Wexner Medical Center Board and item number 8, Authorization of the Credentialing and Privileging Process.

Copies of the updated Consent Agenda and the additional resolutions are certainly available.

We are asking that a separate vote be held on item number 5, Amended Personnel Actions.

Therefore, we are seeking approval for the following:

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### **ADOPTION OF THE BYLAWS FOR THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD**

Resolution No. 2014-01

Synopsis: The proposed bylaws for the governance of the university's academic medical center are recommended for approval.

WHEREAS the University's academic medical center is comprised of five hospitals, a top-ranked College of Medicine, a unified physician faculty group practice, a network of primary and specialty care practices, and research centers and institutes; and

WHEREAS the University's academic medical center is a significant part of the University's comprehensive educational enterprise and the successful integration of the academic medical center into the University has yielded greater efficiencies, alignment of strategic goals and objectives, and mutual growth; and

WHEREAS the University seeks to further the continued mutual growth of the University and its academic medical center and optimize the academic medical center's ability to operate with the business acumen that will be required to adapt and grow in the changing health care environment; and

WHEREAS a proposal for a new governance model to better position the University and its academic medical center to leverage the full talents, resources, and opportunities of a

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large, land-grant research institution and its premier academic medical center for further advancement and success as a nationally recognized academic medical center that is improving people's lives through innovation in research, education and patient care was presented to and approved by the Board of Trustees on June 7, 2013; and

WHEREAS the new governance model facilitates the streamlined, efficient and effective governance of the Ohio State University Wexner Medical Center through the Ohio State University Wexner Medical Center Board while allowing the University to draw upon a broader base of governance talent with significant business, health care and/or board expertise from across the country to support the Board of Trustees in fulfilling their ultimate oversight and fiduciary responsibilities for the academic medical center as part of the University; and

WHEREAS bylaws for the Ohio State University Wexner Medical Center Board have been developed and to fully effectuate this new governance model and the University Board of Trustees shall charge the Ohio State University Wexner Medical Center Board, subject to the authority of the Board of Trustees, with advising the Board of Trustees regarding the operation and governance of the Ohio State University Wexner Medical Center through the adoption of new bylaws; and

WHEREAS in order to proceed with the new governance model, the Board of Trustees desires to adopt these bylaws in their entirety:

NOW THEREFORE

BE IT RESOLVED, That the currently enacted "Bylaws of the Ohio State University Medical Center Board", Ohio Administrative Code Chapter 3335-93 through Chapter 3335-97, and Chapters 3335-1-02(H)(4) and 3335-1-03(U) and (V) be repealed; and

BE IT FURTHER RESOLVED, That the document included herewith and captioned "Bylaws for The Ohio State University Wexner Medical Center Board", Ohio Administrative Code Chapter 3335-93 through Chapter 3335-97, be hereby adopted for governance of the academic medical center and all its constituent parts; and

BE IT FURTHER RESOLVED, That the effective date of adoption shall be August 30, 2013; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes the Chair of the Board of Trustees to appoint public members to the Ohio State University Wexner Medical Center Board, pursuant to its bylaws, in the interim period prior to the Board's next scheduled meeting. Any public members appointed during this time period shall be eligible to serve as full voting members for the purpose of quorum and shall be authorized to vote on matters before the Ohio State University Wexner Medical Center Board, pending ratification of their appointments at the University Board of Trustees' next official meeting following the appointment of the members; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes the Chair of the University Board of Trustees to serve as the Chair of the Ohio State University Wexner Medical Center Board and to convene any meetings of the Ohio State University Wexner Medical Center Board until such time that the Chair of University Board of Trustees appoints the Chair of University Wexner Medical Center Board.

(See Appendix II for background information, page 96.)

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**APPOINTMENT OF MEMBERS TO  
THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD**

Resolution No. 2014-02

Synopsis: Ratification of appointments to The Ohio State University Wexner Medical Center Board, is proposed.

WHEREAS the Ohio State University Board of Trustees approved the bylaws for the creation of the new Ohio State University Wexner Medical Center Board; and

WHEREAS the University Wexner Medical Center Board bylaws stipulate that up to five members of the University Board of Trustees shall be appointed annually to the University Wexner Medical Center by the Chair of the University Board of Trustees; and

WHEREAS the University Wexner Medical Center Board bylaws stipulate that the Chair of the University Board of Trustees shall appoint one Chief Executive Officer or Executive Director of an Ohio State University Wexner Medical Center hospital to serve on the Board as ex-officio non-voting member on a rotating basis for a two-year term:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby ratify the following appointments to the University Wexner Medical Center Board effective August 30, 2013, for the terms specified below:

Trustee Members

Michael J. Gasser, term ending May 13, 2014  
W.G. "Jerry" Jurgensen, term ending May 13, 2014  
Cheryl L. Krueger, term ending May 13, 2014  
Corbett A. Price, term ending May 13, 2014  
Dr. Janet B. Reid, term ending May 13, 2014

Chief Executive Officer or Executive Director

Dr. Michael Caligiuri, term ending May 13, 2015

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the appointment of each member entitles the members to any immunity, insurance, or indemnity protection to which officers and employees of the University are, or hereafter may become, entitled.

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**RESOLUTIONS IN MEMORIAM**

Resolution No. 2014-03

Synopsis: Approval of Resolutions in Memoriam is proposed.

BE IT RESOLVED, That the Board of Trustees approves the following Resolutions in Memoriam and that the President be requested to convey copies to the families of the deceased.

Frank W. Bope

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 26, 2013, of Frank W. Bope, Ph.D., Professor Emeritus in the College of Pharmacy.

Professor Bope received his B.S. degree in Pharmacy summa cum laude from The Ohio State University in 1941 and entered graduate school at the University of Minnesota in 1941. After serving our country in the U.S. Army from 1942 to 1946 and reaching the rank of Captain, he returned to the University of Minnesota and earned his Ph.D. in pharmaceutical chemistry in 1948. In 1948, Dr. Bope joined the faculty of The Ohio State University College of Pharmacy as an assistant professor in pharmaceutical chemistry. He taught a number of pharmacy courses in the areas of medicinal chemistry and biochemistry. Dr. Bope's research included the synthesis of new analgesic agents and antiarthritic drugs, and he also studied the chemistry of natural product alkaloids and tannins. Dr. Bope was promoted to Associate Professor in 1952 and to Professor in 1960. In 1970, Dr. Bope was appointed Assistant Dean and Secretary of the College and developed the college's office of student affairs. He was appointed Associate Dean in 1981.

During his 36 year career at The Ohio State University College of Pharmacy, Dr. Bope was a professor, student advisor, college secretary and associate dean. He loved his work at The Ohio State University, and he loved working with students. In 1975, he was presented with a special plaque by Pharmacy Council in recognition of his service and dedication to students of the College of Pharmacy. Dr. Bope received the Miriam R. Balshone Award for Distinguished Teaching in 1977, and the College of Pharmacy Distinguished Alumni Award in 1984. Professor Bope retired from Ohio State in 1984 and was named Professor Emeritus in 1984.

Dr. Bope served the University as a member of several governance committees, including the Council of Instruction, the Faculty Council, the Graduate Council, and the Graduate School Executive Committee. He is remembered for his dedication and friendship to students, faculty, staff and alumni of the College of Pharmacy at The Ohio State University.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Frank W. Bope its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Ted L. Jones

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 30, 2013, of Ted L. Jones, Professor Emeritus of The Ohio State University Extension Service.

Professor Jones was born June 5, 1929, in Warrensburg, Missouri. In 1951, he completed his B.S. degree in Agriculture; his M.S. degree in 1958 in Ag Economics; and his Ph.D. in 1961 in Ag Economics; all from the University of Missouri at Columbia.

His Extension career in Ohio began on July 1, 1975 as the Assistant Director, Agricultural Industries. He remained in this position until his retirement on January 31, 1988.

Professor Jones was recognized for his outstanding leadership in agricultural programming including teaching and promoting the expansion and improvement of farm financial management programs, marketing programs, water quality, as well as Ohio's integrated pest management program. As Assistant Director, he gave leadership to all Extension agricultural agents in the state as well as working with state specialists here on campus. Professor Jones served on numerous Extension committees during his career.

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On behalf of the University community, the Board of Trustees expresses to the family of Professor Ted L. Jones its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Ernest L. Mazzaferri

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 14, 2013 of Ernest L. Mazzaferri Sr., MD, Professor Emeritus of Internal Medicine in the College of Medicine.

Professor Mazzaferri, Sr. graduated, cum laude, from John Carroll University before attending The Ohio State University College of Medicine. He trained in Internal Medicine and Endocrinology at Ohio State. His numerous accomplishments in medical research and education provided a strong foundation for our university and department. He served as a Colonel in the US Army, and was an outstanding example of service to his profession and country. He initially served as a Captain in the United States Air Force, and subsequently served as a Lieutenant Colonel from 1970 until 1972. He continued to serve in the US Army Reserves and then dutifully served his country on active duty during Desert Storm as a Colonel at Madigan Air Force base in Seattle. His military service concluded with the Meritorious Service medal in 1991.

Professor Mazzaferri was a true international leader in thyroid cancer. He won the prestigious Paul Star Award from the American Thyroid Association in 2009 for his fundamental contributions to improving the care of patients with this form of cancer. Ohio State became a world class center for the study of thyroid disease under his leadership. Professor Mazzaferri was recognized internationally for his research and contributions to the management of thyroid diseases. He was the President of the American Thyroid Association in 2005-2006, and served as panel or committee member to advise the National Academy of Sciences and the Institute of Medicine.

He served as the Chair of the Endocrine and Diabetes Section of the American Board of Internal Medicine, and then served on the Board of Directors of the parent organization. He served as Chair of Medicine and Dean at the University of Nevada from 1978 through 1984, and then returned to OSU as Chairman of the Department of Internal Medicine from 1984 through 1999. Under his leadership, the department thrived and became a center for clinical research and the training of physicians. The Department of Internal Medicine grew to become one of the largest departments on the campus of this great university.

Professor Mazzaferri was the admired role model for physicians. As a master clinician and educator, he was honored as a Master of the American College of Physicians. He taught and mentored thousands of medical students, medical residents, post-doctoral fellows, and junior faculty. He served as a true example of the physician's ideal physician and was recognized as the Earl Metz Physician of the Year by the Department of Internal Medicine. He displayed empathy and concern for patients, and required excellence from his trainees in the delivery of care. In his academic career, he published more than 160 peer reviewed manuscripts, 150 medical editorials, case studies, and abstracts, and co-authored 53 medical text books. For his numerous contributions to the university, he was awarded the Distinguished Service Award by The Ohio State University in 2009. His career was characterized by scholarship, leadership, and mentorship. His most admired qualities related to his humanism.

He was a truly wonderful person, physician, and scholar. He was first and foremost dedicated to his family. His wife, Florence, and children are also known to many of us. Most notably his son, Dr. Ernie Mazzaferri, Jr. is a member of our Division of Cardiovascular Medicine and the Medical Director of the Richard M. Ross Heart Hospital.

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On behalf of the University community, the Board of Trustees expresses to the family of Professor Ernest Mazzaferri Sr. its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Rodger D. Mitchell

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 11, 2013 of Rodger D. Mitchell, Professor Emeritus in the College of Biological Sciences.

Born in Wheaton, Illinois in 1926, he served in World War II and was awarded a purple heart for injuries sustained in the Battle of the Bulge. He graduated from Kansas State University and earned a Ph.D. at the University of Michigan. For the next 15 years, he taught at the University of Vermont and the University of Florida before his appointment as Professor of Zoology at The Ohio State University, where he taught for over 20 years.

Professor Mitchell spent much of his career studying water mites, covering topics ranging from evolution, ecology, systematics, and natural history, to functional morphology. His work on water mite evolution is still widely cited, and his studies of mite musculature, and its relationship to locomotion, are required reading for anybody interested in this area. He studied the ecology of mites in hot springs long before other ecologists focused their attentions on these extreme environments. In general, he examined evolutionary questions and modeled specific problems, but never lost his conviction that life history information has to be central to understanding species. His approach was truly integrative, incorporating data and methods from many fields. This broadly informed approach provided novel insights; it also gave Professor Mitchell the reputation of being a tough examiner with high expectations for graduate students.

Later in his career, Professor Mitchell studied the oviposition behavior of bruchid beetles, which lay their eggs on beans, where the larvae eventually hatch and feed before emerging as adults from the beans. Professor Mitchell was able to show that female beetles seemed to measure the size of the bean, count the number of eggs already on the bean, and in response, adjust the number of eggs they deposited on the bean. Professor Mitchell then developed one of the first sequential choice models to explain how females might go about deciding whether or not to deposit an egg on a particular bean. His work was groundbreaking because he could tie the modeled behavior directly to fitness consequences, a rare characteristic of behavioral models at that time.

Professor Mitchell was awarded two Fulbright scholarships, for collaborative research and lecturing, the first in Mito, Japan in 1964, the second in Coimbatore, India in 1976. Over his career, he generated over 80 scientific publications, including 3 edited books. He was known for his curiosity and intellect, and he loved teaching and sharing ideas with colleagues.

After his retirement in 1991 he took on the task of editing the proceedings of the IX International Congress of Acarology, held in Columbus, while continuing work on seasonality of water mites in temporary ponds. In the process he re-built the water mite collection at the Ohio State University Acarology laboratory.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Rodger D. Mitchell its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

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James C. Naylor

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 12, 2013, of James C. Naylor, Professor Emeritus of Psychology in the College of Arts and Sciences.

Professor Naylor held a B.S. in economics and psychology along with an M.S. and Ph.D. in psychology from Purdue University. He began his career as Assistant Professor of psychology at Ohio State University in 1960 where he rose to full Professor and Associate Chair in just seven years. In 1968, he left OSU to become head of the psychology department at Purdue only to return to OSU as chair in 1986. He served in this role for 12 years at which point he retired as Professor Emeritus in 1998. During his time as chair, the department grew substantially in size and international reputation.

Professor Naylor was a distinguished researcher in the field of industrial/organizational psychology. He was author of more than 60 scholarly articles, two noteworthy books, and numerous professional presentations. A lasting legacy of his was the founding of the scholarly journal, *Organizational Behavior and Human Decision Processes*, in 1966. He served as editor of this outlet for 32 years during which time it became one of the top journals in the field. He also founded the Society for Organizational Behavior in 1975. Nearly 40 years later, this organization still holds annual meetings bringing together the top scholars in organizational psychology.

National distinctions for Professor Naylor were numerous. He was elected as a Fellow in the American Association for the Advancement of Science, the American Psychological Association, and the Association for Psychological Science. He was also listed in *Who's Who in the World* and was elected to membership in numerous honors societies including Sigma Xi, Phi Beta Kappa, and Phi Eta Sigma.

Devoted to the field of psychology, Professor Naylor served as a consultant and evaluator of psychology programs at many universities, and was the lead consultant when the state of Florida conducted a review of all psychology programs at state universities in 1996. In 1984 he was appointed to UNESCO to serve as a consultant to Hangzhou University, Peoples Republic of China, to aid in establishing engineering and management psychology programs after the end of the cultural revolution.

Throughout his career, Professor Naylor served his profession and Ohio State University at the highest level. He will be missed by all who knew him and his works will be enjoyed by scholars in his field, faculty and students for many years to come.

On behalf of the University community, the Board of Trustees expresses to the family of Professor James C. Naylor its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

John A. Rothney

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 6, 2013 of John A. Rothney, Professor Emeritus in the Department of History in the College of Arts and Sciences.

Professor Rothney held a Bachelor of Arts from The Johns Hopkins University, and a Masters and Ph.D. in 1964 from Harvard University. He was a Teaching Fellow and Instructor in History at Harvard and taught as an assistant professor of history at the University of Missouri, and Columbia, before coming to The Ohio State University. He was hired as an associate professor with tenure in 1970 and was promoted to professor in 1974. He retired from The Ohio State University on March 31, 2005.

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Professor Rothney specialized in modern French history and twentieth-century world history. His publications include *Bonapartism after Sedan*, *The Brittany Affair*, *The Crisis of the Ancient Regime*, and *Twentieth Century World*, coauthored with Carter Findley, and now in its seventh edition. He also published a number of articles in scholarly journals, including a work entitled "France Since DeGaulle: An Interpretative History".

Professor Rothney served as the Department of History's graduate chair from 1973-1975, and as the department's vice chair for many years, 1981-1983, 1993-2002. He also was active in the profession. Most notably, he served as an editor and board member of French Historical Studies from 1976-1985, and as the co-president of the Society for French Historical Studies from 1989-1990.

On behalf of the University community, the Board of Trustees expresses to the family of Professor John A. Rothney its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Edwin E. Smith

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 16, 2013 of Edwin Earle Smith, Professor Emeritus of Chemical Engineering in the College of Engineering.

Professor Smith was a football star at Sugarcreek-Shoesville High School and a WWII US Navy veteran. He received his B.S. in Chemical Engineering in 1944, M.S. in Chemical Engineering in 1947, and Ph.D. in Chemical Engineering in 1949 all from The Ohio State University where he was also a member of The Ohio State Marching Band.

His career at Ohio State began in the Engineering Experiment Station where he did research on acid mine drainage. Later, he became renowned for his research on fire propagation and on oil and coal combustion.

The combustion chamber test that he developed in his fire research studies was adopted as a standard test by the American Society for Testing Materials (ASTM) as E 906 and is often referred to as the Ohio State University (OSU) rate of heat release apparatus. It has played a vital role in developing materials with improved fire resistance. It was adapted by the Federal Aviation Administration (FAA) in 1986 and many other groups to screen flammable materials in aircraft cabin components in order to develop improved combustion resistant materials, and by many other producers of combustion resistant materials for confined locations. Until the test apparatus became widely available, Professor Smith ran 40 to 50 experimental samples a day for developers of fire resistant materials.

Professor Smith was sought as an expert on fire resistant materials by architects of sky scrapers, sports arenas and other large buildings. He was often called to testify as an expert witness in major deadly fires, including the 1977 Beverly Hills Supper Club in Florence, KY and the MGM Grand Hotel in Las Vegas, NV in 1980.

A genial, gentle, and well-liked colleague, he retired from teaching and was designated Emeritus Professor in 1988. He continued his fire research studies and testing for several more years.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Edwin E. Smith its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.



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Helen Storer

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 12, 2013, of Helen Storer, Assistant Professor Emeritus of The Ohio State University Extension Service.

Professor Storer was born September 8, 1923, in Hocking County, Ohio. She completed her B.S. degree in 1944, in Home Economics, and her MS degree in 1975, in Ag Education; both from The Ohio State University.

Her Extension career in Ohio began on July 1, 1949 as the Home Demonstration Agent in Clinton County. She resigned on April 30, 1952. Helen returned to Extension on July 1, 1970 as the Home Economics Agent in Clinton County and remained in this position until her retirement on December 31, 1981.

Professor Storer was recognized for her outstanding leadership and programs with Extension Homemakers Clubs in the county. She taught classes on clothing and fabric buying skills and clothing construction techniques; as well as classes on nutritional food choices for homemakers and their families. She served as president of the Ohio County Extension Agents Association. She also received the Distinguished Service Award from the National Association of Extension Home Economists in 1978. She served on numerous local, state and national Extension committees during her career. A real tribute to her ability to teach and involve people came from one of the Extension homemakers, "Without her, I most likely would have been content to be a housewife, but her assistance helped me become more aware of nutrition, health care, family management and gave me the confidence to go back to hobbies that I had quit". Quite a tribute to this outstanding Extension agent.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Helen Storer its deepest sympathy and sense understanding of their loss. It is directed that this resolution be inscribed in the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Louis Sucheston

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 5, 2013, of Louis Sucheston, Professor Emeritus in the Department of Mathematics in the College of Arts and Sciences.

Professor Sucheston was born in 1926 in Cracow, Poland. He received a master's degree (Licence des Sciences) from the Sorbonne in 1952, and a Ph.D. in mathematics from Wayne State University in 1959. He taught at the University of Rochester and the University of Wisconsin before coming to The Ohio State University in 1963. He was promoted to Full Professor in 1965.

Professor Sucheston was advisor of thirteen Ph.D. students in mathematics at the University, and also several Masters students.

He was an active participant in departmental governance, serving on various departmental committees, including the Advisory Committee, the Graduate Studies Committee, and chairing a Self-Study Committee. In the College of Mathematics and Physical Sciences (as it was then known), he served on an advisory search committee for chair of the department.

Professor Sucheston's scholarly work was in theoretical mathematics; he was a well-recognized expert in the areas of Probability Theory, Ergodic Theory, and Functional Analysis, publishing over 90 papers and a research monograph. He is perhaps most widely known for the so-called Prophet Inequalities (jointly with German mathematician

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Ulrich Krengel) dating from 1978. These compare gains made by a gambler or investor who does not know the future with gains made by a prophet who does know the future. Prophet Inequalities have by now been the subject of innumerable papers, a few book chapters, and a special session at an international research conference.

Professor Sucheston received the Senior Distinguished Scientist Award of the Alexander von Humboldt Foundation in 1989. He retired from The Ohio State University in 1993, after thirty years of service. He is remembered warmly for the support he gave to the careers of junior faculty and his contributions to the vitality of the research environment of the department.

After his retirement, he moved with his wife to Clearwater, Florida. He took up playing bridge ("simpler than mathematics", he said), and became a Silver Life Master.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Louis Sucheston its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Beth L. Wismar

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 28, 2013, of Beth L. Wismar, Associate Professor Emeritus of Anatomy and Allied Health in the College of Medicine.

Professor Wismar received her undergraduate degree in biology from Case Western Reserve University in 1951. She was an instructor at Cleveland State University and then returned to Case Western Reserve University to earn her master's degree in Zoology in 1957. She earned her Ph.D. degree in Anatomy from The Ohio State University in 1961. She joined the faculty of The Ohio State University as an Instructor in 1961, where she taught histology and embryology to dental, medical and optometry students. Professor Wismar and her colleague, Dr. Adolph Ackerman, produced *A Visual Approach to Histology*, a classic comprehensive set of images for medical histology teaching that since have been digitized and are still used by many medical schools today via web-based study tools. Professor Wismar retired in 1987.

Professor Wismar was a dedicated teacher and early champion of innovative teaching methodologies such as computerized instruction and audio-visual self-instruction modules. Always eager to advance medical education, she participated in studies at the Center for Educational Development at the University of Illinois College of Medicine, Chicago, and the National Medical Audiovisual Center, Atlanta. She was a Consulting-Editor of the *Journal of Creative Behavior* and an adjunct professor of Creative Studies at the Creative Education Foundation at SUNY Buffalo.

Professor Wismar also believed that one should become involved in community activities and lead by example. A long-time advocate for respiratory health, Beth was a member of the Ohio Thoracic Society and served as a director-at-large of the American Lung Association of Ohio. Beth became even more involved in community affairs during retirement. She served as a valued advisor to Battelle for many years. She was also dedicated to the Docent Association of the Columbus Zoo & Aquarium, where she was a 25-year member and served as president and in other officer positions.

On behalf of the University community, the Board of Trustees expresses to the family and friends of Professor Beth L. Wismar its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

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**ESTABLISHMENT AND APPOINTMENT OF A  
PRESIDENTIAL SEARCH COMMITTEE AND CONTRACT  
TO RETAIN PRESIDENTIAL SEARCH CONSULTANT**

Resolution No. 2014-04

Synopsis: Establishment and appointment of Presidential Search Committee and Contract to retain a national search consultant to assist the Presidential Search Committee, are proposed.

WHEREAS Dr. E. Gordon Gee announced his decision to retire from the presidency of The Ohio State University in June 2013; and

WHEREAS it is the responsibility of the Board of Trustees, pursuant to section 3335.09 of the Ohio Revised Code, to select the President of the University; and

WHEREAS the Board of Trustees has determined that it is appropriate to establish and appoint a Presidential Search Committee with broad representation of University constituencies and charge it with responsibility for recommending to the Board one or more candidates to be the next President of the University; and

WHEREAS in order to proceed expeditiously with the commencement of the search it is appropriate to constitute and give an initial charge to the Presidential Search Committee; and

WHEREAS it is an established practice to select a professional search firm to serve as a consultant to the Search Committee and the Board of Trustees, providing advice, expertise and administrative support in the identification, screening, and recruiting of the most highly qualified candidates for the Presidency; and

NOW THEREFORE

BE IT RESOLVED, That the Presidential Search Committee of The Ohio State University will be established as follows:

Selection Subcommittee

Robert H. Schottenstein, Chairman, Board of Trustees  
Jeffrey Wadsworth, Chairman, Presidential Search Committee  
Janet B. Reid, Trustee  
Alex Shumate, Trustee  
Michael J. Gasser, Trustee

Advisory Subcommittee - Deborah J. Merritt, Convener, John Deaver Drinko-Baker and Hostetler Chair in Law

Cheryl L. Achterberg, Dean, College of Education and Human Ecology  
Sarah L. Adelson, Chief of Staff, Inter-Professional Council  
Leslie M. Alexander, Associate Professor, African American and African Studies  
Janet Box-Steffensmeier, Vernal Riffe Professor of Political Science  
Michael C. Eicher, Senior Vice President for Advancement  
Archie Griffin, Senior Vice President and CEO of The Ohio State University Alumni Association  
Richard T. Hart, Chair, Biomedical Engineering  
Emily M. Meyer, Chair, University Staff Advisory Committee  
Randy J. Nelson, Dr. John D. and E. Olive Brumbaugh Chair in Brain Research and Teaching  
Colin D. Odden, Student/Staff Member, Council of Graduate Students  
Taylor C. Stepp, President, Undergraduate Student Government  
Andrew M. Thomas, Chief Medical Officer, Wexner Medical Center

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BE IT FURTHER RESOLVED, That Jeffrey Wadsworth shall serve as Chair of the Presidential Search Committee and that the following people will serve the Board and Presidential Search Committee as follows: David G. Horn and Heather A. Link, liaisons; Christopher M. Culley, general counsel; and J. Blake Thompson, administrative coordinator; and

BE IT FURTHER RESOLVED, That each member of the Presidential Search Committee shall commit herself or himself to representing the best interests of the University in planning and directing all aspects of a comprehensive and expeditious search for a new President including, but not limited to, developing a profile of characteristics, skills and qualities desired in the next president; developing a list of candidates and verifying their qualifications, availability and interest in the position; and making a recommendation of one or more candidates to the Board in a timely fashion; and

BE IT FURTHER RESOLVED, That the Chair of the Presidential Search Committee shall provide periodic updates to the Board of Trustees at its regularly scheduled meetings until the search is concluded; and

BE IT FURTHER RESOLVED, That the Presidential Search Committee shall serve until discharged by the Board of Trustees or upon the appointment of a new President; and

BE IT FURTHER RESOLVED, That the University will retain R. William Funk & Associates to consult with the Search Committee and the University to assist in the search for the next President of the University; and

BE IT FURTHER RESOLVED, That the University hereby is authorized to enter into a contract of engagement with R. William Funk & Associates, on terms favorable to the University; and

BE IT FURTHER RESOLVED, That any actions taken by the Presidential Search Committee or the Chair in furtherance of this Resolution prior to its effective date are hereby ratified and approved.

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## **UNIVERSITY FOUNDATION REPORT**

Resolution No. 2014-06

Synopsis: Approval of the University Foundation Report as of June 30, 2013, is proposed.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of the Neil Klatskin Chair in Finance and Real Estate, the N. Wayne and Mary Louise Westhoven Rhodus Endowed Fund, The Dr. Thomas E. and Dr. Jean D. Powers Endowed One Health Residency Fund, The Bert and Iris Wolstein Men's Soccer Fund, The Urban F. Meyer III and Shelley M. Meyer Endowment Fund for Cancer Research, and The Dr. Jon R. Woods TBDBITL Marching Band Director's Fund the establishment of 31 (thirty-one) named endowed funds; the revision of six (6) named endowed funds; and the closure of The Lowe Family Scholarship Fund:

NOW THEREFORE

August 30, 2013 meeting, Board of Trustees

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of June 30, 2013.

(See Appendix IV for background information, page 108.)

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### **NAMING OF THE EMERGENCY DEPARTMENT**

Resolution No. 2014-07

#### **At The Ohio State University Wexner Medical Center: The Abercrombie & Fitch Emergency Department**

Synopsis: Approval for the naming of the new emergency department at The Ohio State University Wexner Medical Center, to be located at 460 West 10<sup>th</sup> Avenue on the main campus of The Ohio State University, as The Abercrombie & Fitch Emergency Department, is proposed.

WHEREAS the emergency department serves as the primary emergency department for five free-standing campus hospitals: the Ohio State University Hospital, the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the Richard M. Ross Heart Hospital, the Harding Psychiatric Hospital, and the Dodd Rehabilitation Hospital; and

WHEREAS the emergency department is an around-the-clock, seven-days-a-week, academic, Level I trauma center with services to provide the most advanced level of care for traumatic injuries and illness to patients received via private transportation, ambulance, and helicopter; and

WHEREAS the Ohio State University Wexner Medical Center Expansion, the largest in Ohio State's history, is a \$1.1 billion revitalization of the research, education, and patient care spaces, utilities, infrastructure, and green spaces across the Medical Center campus, which includes a new facility that will house the new James Cancer Hospital and Solove Research Institute, a critical care center, and a new emergency department; and

WHEREAS the new emergency department will be a state-of-the-art education and research setting twice the size of the original, thereby increasing the department's patient capacity and clinical capabilities to meet the anticipated 15% increase over the next 10 years; and

WHEREAS the James Cancer Hospital and Solove Research Institute is one of only 41 institutions designated by the National Cancer Institute (NCI) as a comprehensive cancer center and recently received the highest possible peer rating of "Exceptional" by the NCI; and

WHEREAS Abercrombie & Fitch has provided contributions to the new James Cancer Hospital and Solove Research Institute and The Ohio State University Wexner Medical Center Expansion construction support; and

WHEREAS Abercrombie & Fitch has provided significant contributions to The Ohio State University Wexner Medical Center to establish *The Abercrombie & Fitch Chair in Inflammatory Bowel Disease* to support a chair position in the College of Medicine for a nationally or internationally recognized physician faculty member in the field of inflammatory bowel disease:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code that upon completion of The

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Ohio State University Wexner Medical Center Expansion project the aforementioned emergency department shall be named The Abercrombie & Fitch Emergency Department for the life of the physical facility.

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**AUTHORIZATION OF THE CREDENTIALING AND PRIVILEGING PROCESS  
AND THE EXPEDITED CREDENTIALING PROCESS**

Resolution No. 2014-08

Synopsis: Authorization of the Quality and Professional Affairs Committee of the University Wexner Medical Center Board to perform the credentialing and approval of applicants for clinical privileges and/or medical staff appointments is proposed.

WHEREAS, The Joint Commission ("TJC") and the Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital and Solove Research Institute ("The James") require processing of medical staff applications for appointment and reappointment and other credentialing and privileging decisions in a timely manner; and

WHEREAS from time to time the scheduled meetings of The Ohio State University Wexner Medical Center Board ("University Wexner Medical Center Board") may not allow for the timely processing of medical staff applications and/or granting of clinical privileges as required by the TJC;

WHEREAS TJC allows the governing body to delegate the approving of initial appointments for membership, reappointment to the medical staff and/or the granting, renewing, modifying or denying of clinical privileges, where the governing body has designated a delegated committee of the governing body to render those decisions; and

WHEREAS, TJC and the Medical Staff Bylaws of The Ohio State University Hospitals and The James allows an expedited approval process for initial appointments to membership and granting of privileges, reappointment to the medical staff, or renewal or modification of privileges, where the governing body delegates the authority to render those decisions to a committee of at least two voting members of the governing body:

**NOW THEREFORE**

BE IT RESOLVED, That whenever the University Wexner Medical Center Board, is not scheduled to meet or cannot meet in a timely manner to satisfy the requirements for approving of initial appointments for membership, reappointment to the medical staff and/or the granting, renewing, modifying or denying of clinical privileges, the Quality and Professional Affairs Committee of the University Wexner Medical Center Board shall have the authority to review and evaluate the qualifications and competence of the practitioners applying for appointment, reappointment, and/or the granting, renewing, modifying or denying of clinical privileges, and render its decision. The chief medical officer for the Medical Center and chief of the medical staff for The Ohio State University Hospitals, and the director of medical affairs and chief of staff of The James shall make recommendations to the Quality and Professional Affairs Committee of the University Wexner Medical Center Board in which a positive decision by the committee results in the appointments and/or clinical privileges requested. The Quality and Professional Affairs Committee shall meet as often as necessary. If the Quality and Professional Affairs Committee's decision is adverse to an applicant, the matter shall be referred back to the University Hospitals and/or The James Medical Staff Administrative Committee, respectively, for further evaluation.

BE IT FURTHER RESOLVED, That whenever the Quality and Professional Affairs Committee, or the University Wexner Medical Center Board, is not scheduled to meet or cannot meet in a timely manner to satisfy the requirements for initial medical staff appointments, reappointment to the medical staff and/or the granting, renewing or

modifying of clinical privileges, a subcommittee of at least two voting members of the University Wexner Medical Center Board shall have the authority to initiate an expedited credentialing process to review and evaluate the qualifications and competence of the practitioner applying for appointment, reappointment, and/ or granting, renewing, modifying or denying of clinical privileges, and to render its decision. The chief medical officer for the Medical Center and chief of the medical staff for The Ohio State University Hospitals, and the director of medical affairs and chief of staff of The James shall make recommendations to this subcommittee of the University Wexner Medical Center Board in which a positive decision by the subcommittee results in the status or privileges requested. The subcommittee shall meet as often as necessary and the University Wexner Medical Center Board shall consider, and, if appropriate, ratify all positive committee decisions at its next regularly scheduled meeting. If the subcommittee's decision is adverse to an applicant, the matter shall be referred back to the University Hospitals and/or The James Medical Staff Administrative Committee, respectively, for further evaluation; and

BE IT FURTHER RESOLVED, That an applicant is ineligible for consideration by this subcommittee and expedited credentialing process if at the time of appointment, or if since the time of reappointment, any of the following has occurred:

1. The applicant submits an incomplete application;
2. Either the University Hospitals or The James Medical Staff Administrative Committee makes a final recommendation that is adverse or has limitations;
3. There is a current challenge or a previously successful challenge to licensure or registration;
4. The applicant has received an involuntary limitation, reduction, denial, or loss of clinical privileges;
5. It is determined that there is either an unusual occurrence or pattern of, or an excessive number of, professional liability actions resulting in a final judgment against the applicant; or
6. The applicant has received an involuntary termination of medical staff membership at another hospital.

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#### **AUTHORIZATION TO MODIFY AUDIT REQUIREMENTS FOR CAMPUS PARTNERS FOR COMMUNITY URBAN REDEVELOPMENT**

Resolution No. 2014-09

Synopsis: Approval of waiving the audit requirement for Campus Partners for Community Urban Redevelopment ("Campus Partners") and require an Agreed Upon Procedures engagement focused on procedures specific to rental income and selected expenditures, is proposed.

WHEREAS the Policy on Affiliated Entities specifies that every affiliate shall submit to the President or his/her designee a copy of its financial report, audited by an independent certified public accountant; and

WHEREAS Campus Partners has just undergone a significant restructuring and simplification of its operations and organizational structure; and

WHEREAS considering the expense of a full audit, the Chief Financial Officer and Senior Vice President of Business and Finance proposes the board waive the audit requirement for Campus Partners and require an Agreed Upon Procedures engagement focused on procedures specific to rental income and selected expenditures; and

WHEREAS the university's Policy on Affiliated Entities requires a full audit of the affiliate's financial statements; and

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WHEREAS Campus Partner's largest area of risk is property management and rent collection; and

WHEREAS the reduced scope of the affiliate's activity reduces the university's financial exposure and the need for a full audit; and

WHEREAS Campus Partner's financials are consolidated with those of the university; and

WHEREAS the Chief Financial Officer and Senior Vice President for Business and Finance hereby recommends the waiver of the financial audit to be replaced by an Agreed Upon Procedures audit engagement focused on procedures specific to rental income and selected expenditures; and

WHEREAS the Chief Financial Officer and Senior Vice President for Business and Finance has determined that such modifications are appropriate and in the best interest of the University, and has recommended such modifications to the Board of Trustees; and

WHEREAS the Board of Trustees desires to provide for the efficient and effective expenditure of Affiliate resources:

NOW THEREFORE

BE IT RESOLVED, That the audit requirement as specified in the Policy on Affiliated Entities for Campus Partners is hereby waived; and

BE IT FURTHER RESOLVED, That an independent certified public accountant will conduct an Agreed Upon Procedures engagement focused on procedures specific to rental income and selected expenditures.

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### **CREATION OF A COMPREHENSIVE INVESTMENT POLICY**

Resolution No. 2014-10

Synopsis: Creation of a Comprehensive Investment Policy for the University by Updating and Combining the University's Long-Term Investment Pool Policy #6.10 (approved 6/2009) and Operating and Agency Funds Investment Policy #5.30 (approved 6/2008 and amended 6/2009) and Adopting Benchmarks, is proposed.

WHEREAS the Ohio State University Board of Trustees previously adopted the Long-Term Investment Pool Policy #6.10 in June 2009 and Operating and Agency Funds Investment Policy #5.30 in June 2008 (as amended in June 2009) to govern various aspects of the management of the University's investment portfolios; and

WHEREAS there is a desire to modify such Policies and to combine such Policies into one comprehensive Investment Policy to govern the various aspects of the management of the University's investment portfolios; and

WHEREAS the Chief Investment Officer has recommended to the Senior Vice President for Business and Finance certain modifications to the existing Long-Term Investment Pool Policy and the creation of a comprehensive Investment Policy for the University, combining the Long-Term Investment Pool Policy, with the proposed modifications, and the Operating and Agency Funds Policy; and

WHEREAS the Vice President and Treasurer has recommended to the Senior Vice President for Business and Finance certain modifications to the existing Operating and Agency Funds Policy and the creation of a comprehensive Investment Policy for the



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University, combining the Operating and Agency Funds Policy, with the proposed modifications, and the Long-Term Investment Pool Policy; and

WHEREAS the Senior Vice President for Business and Finance has reviewed the proposed comprehensive Investment Policy for the University and the proposed modifications to the Long-Term Investment Pool portion and to the Operating and Agency Funds portion, has determined that it is appropriate and in the best interest of the University that the attached comprehensive Investment Policy be adopted, and has recommended such to the Finance Committee; and

WHEREAS the Finance Committee has approved such comprehensive Investment Policy; and

WHEREAS the Finance Committee hereby recommends such comprehensive Investment Policy to The Ohio State University Board of Trustees; and

WHEREAS the Chief Investment Officer has recommended to the Senior Vice President for Business and Finance modifications to prior Benchmarks for the Long-Term Investment Pool; and

WHEREAS the Senior Vice President for Business and Finance has reviewed such modifications to prior Benchmarks, has determined that such modifications are appropriate and in the best interest of the University, and has recommended such modifications to the Finance Committee; and

WHEREAS the Finance Committee has approved such modifications to prior Benchmarks; and

WHEREAS the Finance Committee hereby recommends such modifications to the prior Benchmarks for the Long-Term Investment Pool to The Ohio State University Board of Trustees; and

WHEREAS the Vice President and Treasurer has recommended to the Senior Vice President for Business and Finance the Benchmarks for the Operating and Agency Funds as are currently in effect; and

WHEREAS the Senior Vice President for Business and Finance has reviewed such Benchmarks, has determined that such Benchmarks are appropriate and in the best interest of the University, and has recommended such Benchmarks to the Finance Committee; and

WHEREAS the Finance Committee has approved such Benchmarks; and

WHEREAS the Finance Committee hereby recommends such Benchmarks for the Operating and Agency Funds to The Ohio State University Board of Trustees; and

NOW THEREFORE

BE IT RESOLVED, That the attached comprehensive Investment Policy be adopted; and

BE IT FURTHER RESOLVED, That the Benchmarks for the Long-Term Investment Pool set forth below be ratified as having been in effect from July 1, 2010 for the purposes of evaluating the investment performance of the Long-Term Investment Pool and shall remain in effect until further modified as provided for in the Investment Policy:

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<b><u>Asset Class</u></b>	<b><u>Range</u></b>	<b><u>Benchmark</u></b>
Global Equity	10-50%	50% (ACWI) + 50% (50% ACWI + 4%)
Global Credit	10-50%	90 Day T-Bills + 4%
Private Capital	10-25%	100% (Cambridge Associates Private Equity Medians)
Real Assets	10-25%	75% (CPI+4%) +25% (NACREIF Real Est Index)

BE IT FURTHER RESOLVED, That the Benchmarks for the Operating and Agency Funds set forth below shall remain in effect until further modified as provided for in the Investment Policy:

<b><u>Asset Class</u></b>	<b><u>Benchmark</u></b>
Short-Term Pool	90 Day T-Bill
Intermediate-Term Pool	B of A ML U.S. Corp & Govt 1-3 year Bond Index

(See Appendix V for background information, page 152.)

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### **AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS**

Resolution No. 2014-11

Kottman Hall Renovation  
Ag Admin – CFAES Library and Student Success Center

Synopsis: Authorization to enter into professional services contracts and construction contracts, as detailed in the attached materials, is proposed.

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into professional services contracts and construction contracts for the following projects:

	Prof. Serv.	Const.	Total Project	
Kottman Hall Renovation	\$1.4M	\$11.7M	\$13.1M	State appropriations FOD funds General funds
Ag Admin – CFAES Library and Student Success Center	\$0.5M	\$4.6M	\$5.1M	General funds

NOW THEREFORE

BE IT RESOLVED That the Board of Trustees hereby approves that the President and/or Senior Vice President for Administration and Planning be authorized to enter into professional services contracts and construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix VI for background information, page 162.)

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Mr. Schottenstein:

Thank you Joe. May I have a motion please?

Upon motion of Judge Marbley, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing resolutions with thirteen affirmative votes, cast by Trustees Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Brass, and Mr. Schottenstein.

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President Alutto:

In addition, we are seeking approval for the Amended Personnel Actions.

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## PERSONNEL ACTIONS

Resolution No. 2014-05

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the Personnel Budget Records of the University since the June 7, 2013, meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointment of Chairpersons/Directors, Faculty Professional Leaves, Emeritus Titles, Promotion with Tenure and Reappointments

### Appointments

Name: JOSEPH A. ALUTTO  
Title: Interim President  
Office: Office of the President  
Effective: July 1, 2013

Name: ITZHAK BEN-DAVID  
Title: Associate Professor (Neil Klatskin Chair in Finance and Real Estate)  
College: The Max M. Fisher College of Business  
Term: September 1, 2013 through August 31, 2018

Name: RAFAEL BRÜSCHWEILER  
Title: Professor and Ohio Research Scholar in Chemistry and Biochemistry  
College: Arts and Sciences  
Effective: August 21, 2013

Name: CAROL P. DIEDRICHS  
Title: Vice Provost and Director  
Office: University Libraries  
Term: July 1, 2013 through January 5, 2015

Name: HENRY W. FIELDS  
Title: Professor (Vig/Williams Endowed Chair in Orthodontics)  
College: Dentistry  
Term: October 1, 2013 through September 30, 2018

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Name: WENDY L. FRANKEL  
Title: Professor (Ralph W. and Helen Kurtz Chair in Pathology)  
College: Medicine  
Term: July 1, 2013 through June 30, 2017

Name: DOROTHEE C. IMBERT  
Title: Professor (The Hubert Schmidt Chair in Landscape Architecture)  
College: Engineering  
Term: September 1, 2013 through June 30, 2017

Name: DAREN L. KNOELL  
Title: Professor (Charles H. Kimberly Professorship in Pharmacy)  
College: Pharmacy  
Term: July 1, 2013 through June 30, 2016

Name: SUSAN L. KOLETAR  
Title: Professor-Clinical (Frank E. and Mary W. Pomerene Professorship in the Prevention and Treatment of Infectious Diseases)  
College: Medicine  
Term: July 1, 2013 through June 30, 2017

Name: HEATHER A. LINK  
Title: Associate Secretary  
Office: Board of Trustees  
Effective: October 8, 2012

Name: HENRY J. MANN  
Title: Dean  
College: Pharmacy  
Effective: August 15, 2013

Name: WILLIAM J. MARTIN  
Title: Dean  
College: Public Health  
Effective: August 12, 2013

Name: MATTHEW D. RINGEL  
Title: Professor (The Ralph W. Kurtz Chair in Hormonology)  
College: Medicine  
Term: July 1, 2013 through June 30, 2017

Name: JOSEPH E. STEINMETZ  
Title: Executive Vice President and Provost  
Office: Academic Affairs  
Term: July 1, 2013 through June 30, 2018

Name: ANDREW THOMAS  
Title: Chief Medical Officer  
Center: The Ohio State University Wexner Medical Center  
Title: Senior Associate Vice President  
Office: Health Sciences  
Effective: July 1, 2013

Reappointments

Name: MARTIN R. FEINBERG  
Title: Professor (The Richard M. Morrow Endowed Chair in Polymer Engineering)  
College: Engineering  
Term: July 1, 2013 through June 30, 2018

Name: WILLIAM S. MARRAS  
Title: Professor (The Honda Chair in Transportation)  
College: Engineering  
Term: July 1, 2013 through June 30, 2018

Name: RAJENDRA SINGH  
Title: Professor (The Donald D. Glower Chair in Engineering)  
College: Engineering  
Term: July 1, 2013 through June 30, 2018

Name: LINDA K. WEAVERS  
Title: Professor (The John C. Geupel Chair)  
College: Engineering  
Term: July 1, 2013 through June 30, 2018

Name: MICHAEL S. WEISBACH  
Title: Professor (The Ralph W. Kurtz Chair in Finance)  
College: The Max M. Fisher College of Business  
Term: September 1, 2013 through August 31, 2018

Name: AHMED E. YOUSEF  
Title: Professor (Virginia Hutchinson Bazler and Frank E. Bazler Designated Professorship in Food Science)  
College: Food Agricultural and Environmental Sciences  
Term: July 1, 2013 through June 30, 2018

(See Appendix III for background information, page 104.)

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Mr. Schottenstein:

May I please have a motion?

Upon motion of Mr. Gasser, seconded by Judge Marbley, the Board of Trustees adopted the foregoing resolutions with twelve affirmative votes, cast by Trustees Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, and Mr. Brass.

Mr. Schottenstein:

Thank you. Congratulations to a number of folks in this room who are impacted by the Personnel Actions; Joe, Provost Steinmetz, our wonderful Board Associate Secretary, Heather Link, and all the others. This is an exciting time for everybody.

At this time, the Board will recess until 3:00pm. I will remind everyone here that at 1:00pm we will be hosting a Symposium open to the public coordinated by our Search Committee which our Trustee Jeff Wadsworth chairs. The Symposium will be in the US Bank Theater dealing with public universities and what it takes to be president of a public university.

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We invite all of you to join us for this exciting Symposium and hope that you will be able to attend. For those that can't attend in person, it will be streamed live on the internet and you can visit the Ohio State University Presidential Search website for more information.

Thank you for being here.

Attest:

Robert H. Schottenstein  
Chairman

David G. Horn  
Secretary

APPENDIX I

Degrees Conferred at

THE OHIO STATE UNIVERSITY  
COMMENCEMENT CONVOCATION

August 4, 2013  
(approved by the Board of Trustees at the June 2013 meeting)

## COMMENCEMENT ADDRESS

### Ann Hamilton

Ann Hamilton is a visual artist internationally recognized for the sensory surrounds of her large-scale multi-media installations. Using time as process and material, her methods of making serve as an invocation of place, of collective voice, of communities past and of labor present. Noted for a dense accumulation of materials, her ephemeral environments create immersive experiences that poetically respond to the architectural presence and social history of their sites. Whether inhabiting a building four stories high or confined to the surface of a thimble, the genesis of Professor Hamilton's art extends outwards from the primary projections of the hand and mouth to space. Her attention to the uttering of a sound or the shaping of a word with the hand places language and text at the tactile and metaphoric center of her installations. To enter their liminality is to be drawn equally into the sensory and linguistic capacities of comprehension that construct our

faculties of memory, reason, and imagination.

Since 2001, she has been a professor of art at The Ohio State University and was named a Distinguished University Professor in 2011. A native of Ohio, Professor Hamilton earned her undergraduate degree in textile design at the University of Kansas and her master of fine arts degree in sculpture at the Yale School of Art. From 1985 to 1991, she taught at the University of California in Santa Barbara. She moved to Columbus, Ohio, in 1992.

Professor Hamilton's work has been widely exhibited in the United States and abroad. Her major museum installations have spanned the globe, appearing in the Solomon R. Guggenheim Museum, The Museum of Modern Art, and the Dia Center for the Arts in New York City; Pulitzer Foundation for the Arts in St. Louis, Missouri; Contemporary Art Museum in Kumamoto, Japan; La Maison Rouge Fondation de Antoine Galbert in Paris, France; MASS MoCA,

in North Adams, Massachusetts; The Hirshhorn Museum and Sculpture Garden in Washington, DC; The Wanås Foundation in Knisslinge, Sweden; The Musée d'art Contemporain in Montreal, Quebec, Canada; and The Tate Gallery in Liverpool, England.

Professor Hamilton has received numerous honors in recognition of her visionary work. These accolades include the Heinz Award, MacArthur Fellowship, United States Artists Fellowship, NEA Visual Arts Fellowship, and the Guggenheim Memorial Fellowship. She also represented the United States at the 1991 San Paolo Biennial and the 1999 Venice Biennale. She was inducted into the American Academy of Arts and Sciences in 2009.

Ohio State's recognition of Professor Hamilton's work can be seen in her permanent installation, VERSE, in the William Oxley Thompson Memorial Library. Located in the Buckeye Reading Room, VERSE is a two-color cork floor laid as a field of words set in relief.



## RECIPIENTS OF HONORS

### Ellen Beam Rudy

DOCTOR OF SCIENCE

A nationally recognized expert in nursing, Ellen Beam Rudy of Columbus has made groundbreaking and sustaining contributions to the science and practice of her field. Dr. Rudy is emeritus dean and professor at the University of Pittsburgh School of Nursing. Prior to that, she held the Edward J. and Louise Mellen Endowed Chair in Acute Care Nursing at Case Western Reserve University, where she also served as associate dean for research.

Under her leadership at the University of Pittsburgh from 1991 to 2001, research at the school intensified and led to a sixth-place ranking in National Institutes of Health research funding. After her retirement, Dr. Rudy was a consultant to promote faculty research for other schools and colleges, as well

as visiting professor at The Ohio State University from 2002 to 2007.

Dr. Rudy is internationally known for her research in the redesign and evaluation of critical care environments that minimize technology while providing highly professional clinical assessments of patient needs. Results showed that environments focused on patients and families provide better outcomes at lower costs. She has authored dozens of papers in a prolific research career in which her work has been funded by the NIH as well as the Robert Wood Johnson Foundation.

Dr. Rudy also developed teaching programs and curricula that have been adopted by nursing colleges across the country. A staunch supporter of bedside care, she created Cameos

for Caring, an acclaimed program to recognize outstanding nurses in greater Pittsburgh area hospitals. The program has been modeled and implemented in other university settings.

A fellow of the American Academy of Nursing, she has received numerous honors, including the 1987 Excellence in Nursing Research Award from the Ohio Nurses Association, the 1990 Outstanding Alumni of The Ohio State University College of Nursing, and a 2006 designation as a Living Legend by the American Academy of Nursing.

Dr. Rudy earned her bachelor's degree in nursing from Ohio State in 1958, her master's in nursing from the University of Maryland in 1977, and a PhD in nursing from Case Western Reserve in 1980.

### Albert H. Soloway

DOCTOR OF SCIENCE

Albert Soloway of Columbus is a respected scholar, researcher, academic leader, and dean and professor emeritus at The Ohio State University. He is widely known for his contributions in the field of medicinal chemistry. His pioneering work for the treatment of malignant brain tumors, called boron neutron capture therapy (BNCT), led to the development of new boron drugs. Dr. Soloway identified, designed, synthesized, and evaluated these boron-containing pharmaceutical agents.

From 1977 to 1988, Dr. Soloway served as dean of the College of Pharmacy and professor of medicinal chemistry at Ohio State, where he was instrumental in establishing the post-baccalaureate pharmacy doctorate program, in developing the clinical pharmacy faculty track, and in proposing the BS in pharmaceutical sciences.

He returned to the faculty in 1988 until his retirement in 1998.

After serving in the U.S. Navy during World War II and being a Midshipman at the U.S. Naval Academy from 1945 to 1946, Dr. Soloway returned to Worcester Polytechnic Institute and earned his undergraduate degree in chemistry in 1948, and his doctorate in organic chemistry from the University of Rochester in 1951. He worked as a postdoctoral researcher at the Sloan-Kettering Institute for Cancer Research, a research chemist at Eastman Kodak, and a research associate at The Massachusetts General Hospital in the Department of Surgery of the Harvard Medical School. From 1966 to 1977, Dr. Soloway held a faculty appointment at Northeastern University, where he served as chair of the Department of Medicinal Chemistry and Pharmacology from 1971 to 1975 and dean of the College of Pharmacy and Allied Health

Professions from 1975 to 1977.

Dr. Soloway is highly respected by colleagues in academia for his collaborative and multi-disciplinary approach. Throughout his 47-year career, Dr. Soloway has published more than 200 papers, reviews, books, and book chapters. In addition, he has collaborated with faculty in disciplines from chemistry to nuclear engineering to pathology to radiation oncology to pharmacology. In recognition of his outstanding achievements, Dr. Soloway was elected a Fellow of the Academy of Pharmaceutical Sciences and of the American Association for the Advancement of Sciences, both in 1981. Support for his research and his graduate and undergraduate students has been from funding by the National Institutes of Health, the Department of Energy, the Office of Naval Research, and the American Cancer Society.

## RECIPIENTS OF HONORS

### William P. Blair III

#### DISTINGUISHED SERVICE AWARD

For almost half a century, William Blair of Canton and Columbus, Ohio, has been a model ambassador for The Ohio State University. He holds three degrees from Ohio State—a Bachelor of Arts and Master of Arts in political science, and a Juris Doctor. He is an attorney at law and founder of the William P. Blair Company, a Canton-based law and lobbying firm. He previously served as executive counsel to the director of the Ohio Department of Natural Resources and as the Canton city prosecutor.

Mr. Blair has been a tireless advocate for the university's interests in government. A former chair of the Ohio State Advocates and a current member of the alumni advocates steering committee, he is instrumental in keeping state legislators informed on issues of importance to Ohio State and the higher education community. He is a trusted

advisor for university leadership, serving as chair of the Government Affairs Advisory Group and a member of the President's Club Advisory Board. In 2012, he received the Dan Heinlen Award from The Ohio State University Alumni Association for outstanding advocacy.

Mr. Blair is also a strong supporter of the Moritz College of Law. He is a member of the college's National Council and serves on its capital campaign committee. Generously investing his time, expertise, and resources, he supports the college's Leadership Scholarship initiative, leads the Blair Scholars program, and, each year, mentors a Moritz scholar with demonstrated leadership potential.

A long-time champion of the arts and culture, Mr. Blair has served as chair of the American Arts Alliance and vice chair of the League of American Orchestras

and on the executive committee of the Canton Symphony Orchestra, as well as on the boards of the National First Ladies' Library, the Cleveland International Piano Competition, and Apollo's Fire, Cleveland's baroque orchestra. He was the founding president of the Ohio Foundation of the Arts, and, in 1976, he formed the Ohio Citizens for the Arts, through which he represents all of Ohio's arts and cultural organizations. He also represents all of Ohio's public broadcasting services and many social service health and educational institutions. Mr. Blair has received numerous accolades for work in the arts and humanities, including the Cleveland Arts Prize and Americans for the Arts Award.

In 2009, the Governor named him an Ohio Commodore for his contributions to economic development in the state.

### Ruann F. Ernst

#### DISTINGUISHED SERVICE AWARD

Ruann Ernst of Los Altos Hills, California, and Scottsdale, Arizona, has spent the balance of her career creating opportunities for others. A highly successful businesswoman, Dr. Ernst is the former chair and CEO of Digital Island, a managed hosting and Internet services company that was acquired by Cable & Wireless PLC in 2001. She is also founder and chair of the board of Healthy LifeStars, a nonprofit focused on ending childhood obesity.

Dr. Ernst previously served in senior leadership roles at Hewlett-Packard Company and General Electric Information Services. She was also director of the Medical Computing Services Division and assistant professor of medicine and computer science at The Ohio State University.

A three-time graduate of Ohio State, she earned a bachelor's and master's

degree in education, and a PhD in public administration, focusing on technology and organizational change. An enduring advocate for education, Dr. Ernst has meaningfully given back to her alma mater. In addition to serving two terms on the Alumni Association's board of directors and as vice chair of the Foundation board of directors, she has led many transformative projects as a current member of the Dean's Advisory Council for the Fisher College of Business, which aims to chart a new direction for Fisher programs in an ever-changing business world. She continues to serve as a member of the Foundation board and has recently agreed to co-chair the Ohio State Innovation Foundation.

Dr. Ernst has utilized her extensive corporate and community relationships to create unique opportunities for Ohio

State students. She has personally mentored a number of students and hosted special events to promote student entrepreneurship, which allow Fisher students to engage with venture capitalists and business leaders across the country. Through her leadership at Hewlett-Packard, she helped to secure substantial funding for the College of Engineering in support of computer and information sciences. In addition, she and her husband established The Ruann F. Ernst and William C. Riffle Scholarship Fund to assist undergraduate students in technology innovation.

For her exceptional leadership and service to the university, she received the Ralph Davenport Mershon Award in 2000.

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*Cum Laude*  
*with Research Distinction in*  
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Gahanna  
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Park, IL  
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Cardington  
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Columbus  
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China  
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Akron  
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Reynoldsburg  
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Mansfield  
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Mengze Zheng, Qingdao,  
China  
*Cum Laude*

### **Bachelor of Arts in Journalism**

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Fawad Mohammad Cheema,  
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Zachary Jon Holmes,  
Houston, TX

### **Bachelor of Fine Arts**

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*Cum Laude*  
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*Cum Laude*  
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with *Distinction in Art*  
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MI

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*Magna Cum Laude*

### **Bachelor of Science in Design**

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Dublin  
*Magna Cum Laude*  
Kelsey Nicole Kinnemeyer,  
Columbus  
Benjamin Robert Wilcox,  
Powell  
*Cum Laude*

### **Bachelor of Science**

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Lancaster  
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Ghana  
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Cincinnati  
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Shivani Nagpaul, Cleveland  
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Dean: Christine A. Poon

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*Cum Laude*  
 Shenlu Stevenson, Rugao, China  
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 Jenny Eileen Stokes, Gahanna  
 Amanda Marie Turk, Solon  
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 John Michael Varga, Columbus  
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*Magna Cum Laude*  
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 Min Xiao, Xian, China  
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## College of Dentistry

Dean: Patrick M. Lloyd

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Paul Kim, Defiance  
 B.S. (University of Toledo)

Danielle J. Royer, Columbus

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Allison Karena Fox, Sandusky  
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## College of Education and Human Ecology

Dean: Cheryl L. Achterberg

## Bachelor of Science in Human Ecology

Cheyenne Aliah Alexander, Columbus  
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Parma  
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Monclova  
Breau S. Ware, Steubenville  
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Corey Allen Wissinger, Hilliard  
Brooke Ann Wolfe, Johnstown  
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Anruo Zhou, Columbus  
*Cum Laude*  
Audrey Therese Zupan,  
Columbus

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Oak Harbor  
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Circleville  
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Newark

### **Bachelor of Science in Nutrition**

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Cincinnati

### **Bachelor of Science in Education**

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Dean: David B. Williams

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West Chester  
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Heights  
Jeffrey Allen Yohe, Newark

**Bachelor of Science in  
Architecture  
(Austin E. Knowlton  
School of Architecture)**

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*Cum Laude*  
*with Honors in Architecture*  
*with Honors Research Distinction in*  
*Architecture*

Paul M. Miller, Chesterland  
*with Honors Research Distinction in*  
*Architecture*

Benjamin Pacheco Robles,  
Guanajuato, Mexico  
*Cum Laude*  
*with Honors Research Distinction in*  
*Architecture*

Dustin Allen Page, Herndon,  
VA  
*Cum Laude*  
*with Honors Research Distinction in*  
*Architecture*

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Perrysburg

**Bachelor of Science in  
Aviation**

Kurt Alan Fada, Powell

**Bachelor of Science in  
Biomedical Engineering**

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Grandview  
*Magna Cum Laude*  
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*Cum Laude*  
*with Honors Research Distinction in*  
*Biomedical Engineering*

**Bachelor of Science in  
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Logan  
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Findlay  
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Lewis Center  
Zachary John Ballantyne,  
Maineville  
*Cum Laude*  
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Whitehouse  
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Theodore Lowell Elliott,  
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Prathamesh Sadanand  
Karandikar, Pune, India  
*Cum Laude*  
*with Honors Research Distinction in*  
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Grove City  
*Magna Cum Laude*  
*with Honors Research Distinction in*  
*Chemical Engineering*  
Jesaiah Christopher King,  
Columbus  
*Magna Cum Laude*  
*with Honors Research Distinction in*  
*Chemical and Biomedical*  
*Engineering*  
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Delaware  
*Summa Cum Laude*  
*with Honors Research Distinction in*  
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Cincinnati  
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Marietta  
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Dublin  
Chau Vo, Copley  
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Clay Michael Lance, Lakeville  
Geng Li, Beijing, China  
*Cum Laude*  
Zexi Ma, Xi'an, China  
*Magna Cum Laude*

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*Cum Laude*  
*with Honors in Engineering*  
*with Honors Research Distinction in*  
*Mechanical Engineering*

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Avon Lake  
Joe Wu, Cleveland  
Qiuchi Xiong, Beijing, China  
Miao Yan, Xiaoyi, China  
*Magna Cum Laude*

### **Bachelor of Science in Welding Engineering**

Cameron James Benedict,  
Westerville

### **College of Food, Agricultural, and Environmental Sciences**

Dean: Bruce A. McPherson

### **Bachelor of Science in Agriculture**

Karra Rosa Marie Conrad,  
Georgetown  
Alison Carrie Mae Deady,  
Springfield  
Katie Dobrowolski, Thornville  
Anna Caitilin Griffin, Cincinnati  
Brian Jefferey Hackett,  
Westerville  
Annmarie Hawkins-Hodgson,  
South Euclid  
Kasie Lynn Holzhauser,  
Sandusky  
Ashley Ann Jones, North  
Canton  
Michael Katz, Beachwood  
Brian Michael Kleinke,  
Columbus  
Nicole Leann Langston, Canal  
Winchester  
Kelly Elizabeth Lewis,  
Columbus  
*Magna Cum Laude*  
*with Honors Research Distinction in*  
*Sustainable Plant Systems*  
Shawn A. Moore, Columbus  
Allison Renee Peer, Alliance  
Todd W. Robison,  
Beavercreek  
Dean Stacy, Green Springs  
Alyssa Belle Swinehart,  
Lancaster  
Amy Lynne Traxler, Galion  
Zachary Rance Willard,  
Columbus

### **Bachelor of Science in Construction Systems Management**

Michael Thomas Daley, Lima  
Courtney Lynn Evenstad,  
Glenwood, MD  
Evan James Frounfelker,  
North Olmsted  
Trent Michael Holcomb,  
Bidwell  
Scott Jeffery Miller, North  
Canton  
Andrew Michael Payerl,  
Chardon  
Christopher Geoffrey  
Schleicher, Columbus  
Ehren James Shade,  
Columbus

### **Bachelor of Science in Food Science**

Lindsey Rae Fox, Nashport

### **School of Environment and Natural Resources**

### **Bachelor of Science in Environment and Natural Resources**

Justin Andrew Bates,  
Sarahsville  
Daniel Benjamin Briem,  
Wapakoneta  
Irfaan Sabir Cua, Bristolville  
Raymond Paul Duval, Santa  
Ana, CA  
*Summa Cum Laude*  
*with Honors Research Distinction in*  
*Forestry, Fisheries and Wildlife*  
Christopher David Eidson,  
Bucyrus  
*Cum Laude*  
Britton Pearse Flash, Bay  
Village  
Nicole Marie Haas, Avon Lake  
Anthony Christopher Marlow,  
West Carrollton  
*Cum Laude*  
John Jacob Peer, Pleasant  
City  
David Joseph Perzynski,  
Toledo  
*Summa Cum Laude*  
*with Honors Research Distinction in*  
*Environmental Policy and*  
*Management*

## August 30, 2013 meeting, Board of Trustees

Sarah A. Rhodes, Oak Harbor  
*Cum Laude*  
*with Honors Research Distinction in*  
*Environmental Policy and*  
*Management*

Mark E. Rickey, Chillicothe

Pamela Nicole Steck,  
Galloway

Matthew Carroll Stewart,  
Granville

Dylan Patrick Treece,  
Columbus

Holt Edward Mallard,  
Wilmington

Bethany Leigh Myers, Mount  
Vernon

*Cum Laude*

Ellen Peterman, Akron

Elizabeth Anne Rucki, Canal  
Fulton

*Summa Cum Laude*

Elisa M. Scott, Kenton

Adam Ziadeh, Carrollton

Theresa Ann Harrison,  
Bettsville

Lori Anne Krieg, Columbus

Michael James Lawson,  
Marion

Carla S. Ledbetter, Gahanna  
Zamalle Bagam Malimar,  
Columbus

Beth Anne McCabe, Powell  
Melinda Kay Milos, Westlake  
Ja-Kee Lynn Morris, Grove  
City

Emily Susan Mowry,  
Columbus

Jessica Anne Nelson, Salt  
Lake City, UT

Yan Zhao Renninger,  
Shanghai, China

McKenzie Eileen Reuscher,  
Dublin

Susan Lynne Riley, Marysville  
Nataliya Schwenning, Lewis  
Center

Kylie Michelle Scott,  
Pickerington

Doreen Michelle Sergakis,  
Blacklick

Christine Renee Stallings,  
Blacklick

Stephanie Ann Vaupel-Juart,  
Niles

Amanda Leigh Vucic,  
Groveport

Diann Carol Ward,  
McCutchenville

Lauren Ann Weirich, St.  
Peters, MO

Benjamin Paul Weise,  
Westerville

Zlatina Nevenova Wilburn,  
Columbus

## Agricultural Technical Institute - Wooster

### Associate in Applied Science

Ryan William Bednarik,  
Painesville

Holly Rose DeVault, Milan  
*Magna Cum Laude*

Benjamin Matthew Dodds,  
Cadiz

Nicholas Andrew Farquhar,  
Jeromesville

Ian Michael Fausnaugh,  
Circleville

Tyler L. Gaskill,  
Newcomerstown

Mark E. Luke Hilton, Salem

Robert Jacob House, Arcanum  
Jacob Clayton Lavey,  
Sandusky

Brent Alan Mittelstaedt, Avon  
Lake

Ethan Allen Scheffler,  
Zanesville

Zachary R. Smith, Newhaven  
Hanson John Sponseller, New  
Philadelphia

William Todd Stacy, Marietta  
Cassandra Marie Stutz,  
Danville

Kelsie Lynn Thomas, Carey  
Emma Suzanne Thoricht,  
Doylestown

Shana M. Tinkler, Canton

### Associate of Science

Nathaniel Mark Birkhimer,  
Hanoverton

*Magna Cum Laude*  
Daniel David Burger, Massillon

Matthew C. Dolence, Newbury  
Nataша Alexandra Furlong,  
Mansfield

Molly Beth Heilman,  
Wellington

*Cum Laude*

## College of Medicine

Dean: Charles J. Lockwood

## School of Health and Rehabilitation Sciences

### Bachelor of Science in Health and Rehabilitation Sciences

Lea Baumgartner, Newark  
Laila Permata Fitriana, San  
Diego, CA

Rebecca Catherine Hanna,  
Poland

*Magna Cum Laude*

Samuel James Imbus,  
Cincinnati

Sarah Ashley Solis, Roswell,  
NM

## College of Nursing

Dean: Bernadette M. Melnyk

### Bachelor of Science in Nursing

Ryan Andrew Beattie,  
Columbus

Jody Lynn Boyden, Lancaster  
Rachel Faye Cauvin,  
Cincinnati

Melissa Elin Christian,  
Mansfield

Peggy Jean Crow, Columbus  
Loletia Lundy Davis,  
Reynoldsburg

Crystal Grace Epley, Fostoria  
Marylynn Galbraith, Lorain

Jessica Elizabeth Gardner,  
Lewis Center

Kelly Marie Hagerdorn,  
Westerville

## College of Pharmacy

Dean: Robert W.  
Brueggemeier

### Doctor of Pharmacy

Christopher Kozel, Medina  
B.S.Pharm.Sci.

### Bachelor of Science in Pharmaceutical Sciences

Sean Michael Martin, Lewis  
Center

Lynn Yan Tang, Worthington  
Dung Vo, Cleveland

*Magna Cum Laude*

August 30, 2013 meeting, Board of Trustees

## **John Glenn School of Public Affairs**

Interim Director: Trevor L. Brown

Samantha Leigh Reed,  
Mineral Ridge  
Hartland Edward Ruben, New  
Albany  
Sinthu Sivanesan, Columbus  
Janelle L. Woodburn,  
Somerset

## **Bachelor of Arts**

Jarrod Samuel Baden, Solon  
Madelyn Botnick Fireman,  
Columbus  
*with Honors in Public Affairs*  
Allison M. French, Hilliard  
*Magna Cum Laude*  
Tracy Jennifer Haizel-  
Cobbina, Westerville  
Lenae Elizabeth Horvath,  
Litchfield  
*Cum Laude*  
Aubrey Kay Houston,  
Cincinnati  
*Magna Cum Laude*  
Adam John Kase, Woodridge,  
IL  
Jack Brendan McBride, Mount  
Vernon  
Lauren Nicole Wransky,  
Grafton

## **College of Veterinary Medicine**

Dean: Lonnie J. King

## **Doctor of Veterinary Medicine**

Nathan Andrew Cline, Grove  
City  
B.A.

Courtney Erin Edwards,  
Franklin, TN

Amber Jogindar Singh,  
Beckley, WV

## **College of Social Work**

Dean: Thomas K. Gregoire

## **Bachelor of Science in Social Work**

Kelli Jo Anderson, Chillicothe  
*Cum Laude*  
Emilie R. Burton, Marietta  
Ashley Nicole Campbell,  
Galloway  
Alicia Marie DeBard,  
Springboro  
Angie Laureen Lininger, St.  
Marys  
Matthew Todd McTeague,  
Blacklick  
Lauren Alyssa Moore, Hilliard  
Crystal Chika Obiukwu,  
Columbus

(APPENDIX II)

**The Ohio State University Wexner Medical Center Board**

**Chapter 3335-93**

**3335-93-01 The Ohio State University Wexner Medical Center Board.**

- (A) The Ohio State University Wexner Medical Center Board ("University Wexner Medical Center Board") shall be the governing body responsible to the Ohio State University Board of Trustees ("University Board of Trustees") for operation, oversight, and coordination of the Ohio State University Wexner Medical Center consisting of the Ohio State University Hospital, Ohio State University Hospital East, Ohio State James Cancer Hospital and Solove Research Institute ("The James"), Ohio State Richard M. Ross Heart Hospital, OSU Harding Hospital, Ohio State University Rehabilitation Services at Dodd Hall; and other such clinical health care enterprises, including without limitation to ambulatory health care facilities, clinics, the faculty group practice, primary and specialty practices, University Wexner Medical Center Signature Programs, and clinical laboratories. The University Wexner Medical Center Board shall be responsible for the development and strategic allocation of resources, planning and delivery of medical services, and such other powers and duties as detailed in rule 3335-93-02 of the Administrative Code, subject to the ultimate authority of the University Board of Trustees.
- (B) The University Wexner Medical Center Board shall be composed of up to fifteen voting members:
  - (1) Up to five members of the University Board of Trustees appointed annually by the Chair of the University Board of Trustees and ratified by the University Board of Trustees;
  - (2) Up to six public members appointed by the Chair of the University Board of Trustees in consultation with the University President and the Chair of the University Board of Trustees Governance Committee and ratified by the University Board of Trustees; and
  - (3) Four ex-officio voting members consisting of:
    - i. The Chair of the University Board of Trustees;
    - ii. The University President;
    - iii. The Senior Vice President for Health Sciences; and
    - iv. The University Chief Financial Officer.
- (C) The University Wexner Medical Center Board shall also include the following ex-officio nonvoting members:
  - (1) The Dean of the College of Medicine;
  - (2) The Chief Executive Officer of the University Faculty Group Practice; and,
  - (3) One Chief Executive Officer or Executive Director of an Ohio State University Wexner Medical Center hospital on a rotating basis, for a two-year term, appointed by the Chair of the University Board of Trustees and ratified by the University Board of Trustees
- (D) The selection criteria for public members shall ensure that the University Wexner Medical Center Board membership will include persons with a broad array of skill



sets, perspectives, backgrounds, including knowledge in health care delivery, sophisticated business expertise, prior board service, and/or persons who can assist the medical center in its outreach to and relationships with the public, communities, and patients served, and governmental entities to ensure optimal operations and advancement of the University Wexner Medical Center's strategic mission, vision, and goals. Membership shall be national in scope and the selection processes shall incorporate the diversity policies of the University.

- (E) The term of office for public members shall be three years, except that the terms of the initial members shall be staggered, with three year, two year, and one year terms to ensure that no more than one-third of the public members' terms will expire within a given year. No public member shall serve more than two consecutive terms and/or six consecutive years.

### **3335-93-02 Powers and Duties.**

The University Board of Trustees retains its ultimate authority over and responsibility for the determination of policy for fiscal health, personnel policies, and the definition of the mission for the University Wexner Medical Center, Health Sciences colleges, and clinical health care enterprises.

Under the ultimate authority of the University Board of Trustees and consistent with Ohio law, the University Board of Trustees authorizes and designates the University Wexner Medical Center Board to act as the governing body on behalf of the University for quality and patient care matters, including, but not limited to, licensing, accreditation, compliance, quality of medical services and related purposes for all of the hospitals and clinics of the University. In accordance with that authority and responsibility, and within the University Board of Trustees-approved guidelines, the University Wexner Medical Center Board will be responsible for the following:

- (A) Assuring the quality of patient care throughout the University Wexner Medical Center, including the planning and delivery of patient services and formation of quality assessments, improvement mechanisms and monitoring the achievement of quality standards and patient safety goals;
- (B) Oversight of the accreditation and licensure process;
- (C) Approval of clinical privileging forms, medical and dental staff appointments, clinical privileges, medical staff operations, including the approval, adoption, and amendment of medical staff bylaws and rules and regulations, and the conducting of peer review and professional review actions for medical staff and credentialed providers within University Board of Trustees-defined parameters; and
- (D) Monitoring and assisting the University Wexner Medical Center in its relationships with the public, affected communities, governmental entities, and public and private organizations.

In addition, in accordance with that authority and responsibility authorized by the University Board of Trustees, and consistent with Ohio law, the University Wexner Medical Center Board also shall be responsible for, subject to the review and approval of the University Board of Trustees, the following:

- (E) The development and strategic allocations of resources of the University Wexner Medical Center, including operations, fiscal health, space and facilities management and utilization, personnel, safety and security, and technology, as approved or adopted by the University Board of Trustees, and making recommendations to the University Board of Trustees, University President, and Senior Vice President for Health Sciences;

- (F) Oversight and management of extramural affiliations, partnerships, operating agreements, and strategic business opportunities as approved by the University Board of Trustees, with regard to the University Wexner Medical Center and its affiliated entities;
- (G) Upon recommendation by the medical staff of university hospitals or the medical staff of The James, approval of medical staff bylaws amendments and recommendation thereof to the University Board of Trustees;
- (H) Approval of the purpose and governance documents of any organization established as an auxiliary service organization to the University Wexner Medical Center;
- (I) Monitoring the University Wexner Medical Center integrity and compliance programs as adopted by the University Board of Trustees; and
- (J) Reviewing strategic plans, capital and operating budgets of the University Wexner Medical Center, and making recommendations for approval to the University Board of Trustees, University President, and Senior Vice President for Health Sciences.

Subject to the ultimate authority of the University Board of Trustees, the University Wexner Medical Center Board will serve in an advisory and consultative role to the University Board of Trustees, University President, and Senior Vice President for Health Sciences, with regard to the following areas of operation of the University Wexner Medical Center:

- (K) Providing general advice and guidance to the University Board of Trustees, University President, and Senior Vice President for Health Sciences regarding extramural affiliations, operating agreements and other strategic business opportunities of the University Wexner Medical Center;
- (L) Providing general advice and guidance to the University Board of Trustees, University President, and the Senior Vice President for Health Sciences regarding the development and strategic allocation of University Wexner Medical Center resources; and
- (M) Advising the University Board of Trustees, University President, and Senior Vice President for Health Sciences regarding strategic aspects of the University's education and research programs in the Health Sciences colleges.

### **3335-93-03 Relationship of the University Wexner Medical Center Board to the Health Sciences Academic Programs.**

The Health Sciences schools and colleges of the University carry out a significant portion of their educational and research activity in facilities of the University Wexner Medical Center. The University Board of Trustees shall have exclusive governing authority over the academic and research programs of the medical center, including the college of medicine, the planning, administration, and operations of the health sciences schools and colleges and all other educational and research institutes, centers, and programs. The University Wexner Medical Center Board shall lend its best efforts to assure that the programs of the health sciences colleges are effectively supported in collaboration with the medical center's patient care programs. The Senior Vice President for Health Sciences shall be charged with maintaining an effective liaison between the Health Sciences colleges and the University Wexner Medical Center Board to assure excellence in both academic and patient care programs.

**3335-93-04 Accountability and Reporting.**

- (A) To ensure that the University Board of Trustees meets its governance obligations under all applicable laws and regulations, the University Wexner Medical Center Board shall be accountable to the University Board of Trustees.
  - (1) The Chair of the University Wexner Medical Center Board or his or her designee shall provide a summary report of its activities and actions taken at each regular meeting of the University Board of Trustees.
  - (2) The Chair of the University Wexner Medical Center Board shall report annually also to the University Board of Trustees or appropriate Board committee on the following topics:
    - i. Annual Patient Safety and Quality Report;
    - ii. Annual Compliance Report; and
    - iii. Annual Financial Report.

**3335-93-05 Meetings and Notice.**

- (A) **Board Year.** The Board Year, including Board member appointments and Board officer terms, shall be from May 14 to May 13 of each year to coincide with the terms of membership of the University Board of Trustees as articulated in section 3335.02 of the Ohio Revised Code.
- (B) **Regular meetings.** Regular meetings of the University Wexner Medical Center Board shall be held at least five times per year on a schedule established by the University Board of Trustees. The regular meetings shall be set and publically announced and/or at such other time or place as may be announced by the Chair.
- (C) **Special meetings.** Special meetings may be called at the discretion of the Chair, the University President, or the Chair of the Board of Trustees, and shall be called by the Chair at the request of three members of the University Wexner Medical Center Board, provided that notice of any special meeting shall be given in accordance with Ohio law.
- (D) Meetings of the University Wexner Medical Center Board shall be conducted in accordance with the state laws of Ohio and open meetings laws, including, but not limited to, the production and maintenance of minutes for all proceedings of the University Wexner Medical Center Board.
- (E) Except as otherwise specified in these bylaws, all meetings of the University Wexner Medical Center Board and its committees shall be conducted in accordance with the latest revision of "Robert's Rules of Order."

**3335-93-06 Quorum.**

A majority of voting members, including at least three University Trustees, shall constitute a quorum for the conducting of business at any meeting of the University Wexner Medical Center Board. If quorum is present, a majority vote of those members present and voting, subject to these Bylaws, shall be required for approval of actions by the University Wexner Medical Center Board.

**3335-93-07 Vacancies.**

Whenever a vacancy occurs on the University Wexner Medical Center Board, the Chair of the University Wexner Medical Center Board shall immediately notify the Chair of the University Board of Trustees and the University President so that the University Board of Trustees or the appropriate appointing authority identified in 3335-93-01(B) of the Administrative Code may appoint a new member as soon as possible to fill the unexpired term.

**3335-93-08 Removal.**

- (A) The University Wexner Medical Center Board Chair, in consultation with the Chair of the University Board of Trustees, the Chair of the University Board of Trustees Governance Committee, and the University President, may recommend to the University Board of Trustees that a public member of the University Wexner Medical Center Board be removed or suspended. The University Board of Trustees has sole authority to appoint and remove public members of the University Wexner Medical Center Board.

**3335-93-09 Indemnification of University Wexner Medical Center Board members.**

Members of the University Wexner Medical Center Board shall be entitled to legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the University Wexner Medical Center Board to the full extent permitted by Ohio law.

**3335-93-10 Compensation of University Wexner Medical Center Board and board committee members.**

No University Wexner Medical Center Board member shall receive compensation for services rendered in the capacity as a board member. However, nothing herein shall be construed to preclude any board member or committee member from receiving reimbursement for actual expenses incurred in the course of such service.

**3335-93-11 Confidentiality and conflicts of interest.**

In addition to any applicable restrictions or obligations set forth in Chapter 102, Sections 2921.42 and 2921.43 of the Revised Code, which may apply to University Trustees and ex-officio members of the University Wexner Medical Center Board as employees of the University, all members of the University Wexner Medical Center Board, including public members and the appointed members of any and all Board committees have a duty of loyalty and fidelity to the University, and they must govern their affairs honestly, exercising their best care, skill and judgment for the benefit of the University so as to avoid conflicts of interest and the appearance of impropriety.

Members of the University Wexner Medical Center Board and its committees shall disclose to the Chair of the University Wexner Medical Center Board and the University General Counsel any situation wherein such member has a conflict of interest that could possibly cause that member to act in other than the best interest of the University. In any such situation the member shall abstain from acquiring any information developed by the University Wexner Medical Center Board and from participating in any discussions or voting related to such situation.

All members of the University Wexner Medical Center Board and its committees shall keep confidential all sensitive information of every kind including the strategic goals of

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groups, entities or subdivisions within the University Wexner Medical Center to the extent permitted by law. Members of the board and its committees also shall abide by all confidentiality and conflict of interest policies and programs adopted by the University Board of Trustees from time to time.

The University Wexner Medical Center Board shall develop and periodically review a statement of expectations, consistent with the University Board of Trustees' statement of expectations, which shall address comportment among board members, with the University President, Senior Vice President for Health Sciences and internal constituents, and with external constituents regarding such topics as behavior, confidentiality, participation, civility, loyalty, conflicts of interest, and compliance with board expectations, bylaws, University policies, rules, and state and federal law.

## **Chapter 3335-95**

### **OFFICERS OF THE BOARD**

#### **3335-95-01 Officers of the Board.**

The officers of the University Wexner Medical Center Board shall consist of a chair and such other officers as the board may deem advisable.

#### **3335-95-02 Chair.**

The Chair shall be selected among the voting members of the University Wexner Medical Center Board and shall be appointed by the Chair of the University Board of Trustees, in consultation with the University President, and ratified by the University Board of Trustees. The Chair shall be appointed for a two-year term, non-renewable and have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management. The Chair of the University Wexner Medical Center Board shall preside at all meetings of the board.

## **Chapter 3335-97**

### **COMMITTEES**

#### **3335-97-01 University Wexner Medical Center Board Standing Committees.**

The University Wexner Medical Center Board shall approve the appointment of a finance committee and a quality and professional affairs committee. The Chair of the University Wexner Medical Center Board shall appoint the members of the board's committees. The chair of each committee of the University Wexner Medical Center Board shall be selected from the voting members of the University Wexner Medical Center Board. The Board or the Chair of the Board may designate guidelines for the selection and participation of non-trustee members of committees.

#### **3335-97-02 Finance Committee.**

- (A) **Responsibilities.** The Finance Committee shall review and evaluate the financial results, plans, and audits of the University Wexner Medical Center and its component entities for the purpose of assessing the overall financial risks and capacities of the University Wexner Medical Center and the congruity of the financial management, plans and objectives of the University Wexner Medical Center. The committee shall be responsible for: monitoring financial performance including achievement of financial goals and targets approved by the University Wexner Medical Center Board and University Board of Trustees; reviewing and

recommendation of operating and capital budgets to the University Wexner Medical Center Board and the University Board of Trustees; advising on the acquisition or sale of property; construction, use, and allocation of physical space and facilities and technology; advising on current and future strategic business opportunities, including, but not limited to, affiliations, partnerships, mergers, acquisitions, and other business ventures; and other responsibilities as assigned by the Chair of the University Wexner Medical Center Board.

- (B) **Composition.** The Finance Committee shall be composed of no fewer than five voting members of the University Wexner Medical Center Board, with at least three members being University Trustees; the University Chief Financial Officer; and such other members as determined by the Chair of the University Wexner Medical Center Board.
- (C) **Meetings.** The committee shall meet at the call of the Chairperson of the Committee, but not less than quarterly. A majority of the voting members of the committee shall constitute a quorum. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

**3335-97-03 Quality and Professional Affairs Committee.**

- (A) **Responsibilities.** The Quality and Professional Affairs Committee shall be responsible for the following specific duties:
  - (1) Reviewing and evaluating the patient safety and quality improvement programs of the University Wexner Medical Center;
  - (2) Overseeing all patient care activity in all facilities that are a part of the University Wexner Medical Center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities;
  - (3) Monitoring quality assurance performance in accordance with the standards set by the University Wexner Medical Center;
  - (4) Monitoring the achievement of accreditation and licensure requirements;
  - (5) Reviewing and recommending to the University Wexner Medical Center Board changes to the medical staff bylaws and medical staff rules and regulations;
  - (6) Reviewing and approving clinical privilege forms, membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and The James medical staff administrative committee;
  - (7) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the University Wexner Medical Center Board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and The James medical staff administrative committee;
  - (8) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice;

- (9) Conducting peer review activities and recommending professional review actions to the University Wexner Medical Center Board;
  - (10) Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the Medical Staff Bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and The James medical staff administrative committee for further dissemination to the medical staffs; and
  - (11) Such other responsibilities as assigned by the Chair of the University Wexner Medical Center Board.
- (B) **Composition.** The committee shall consist of: no fewer than four voting members of the University Wexner Medical Center Board, appointed annually by the Chair of the University Wexner Medical Center Board, one of whom shall be appointed as chair of the committee; the Chief Medical Officer of the Medical Center; the Director of Medical Affairs of The James; the Medical Director of Credentialing for The James; the Chief of the Medical Staff of the University Hospitals; the Chief of the Medical Staff of The James; and such other members as appointed by the Chair of the University Wexner Medical Center Board, in consultation with the Chair of the Quality and Professional Affairs Committee.
- (C) **Voting.** With respect to items coming before the quality and professional affairs committee as detailed in paragraph (A) of this rule, at least two (2) voting members of the University Wexner Medical Center Board must be present; and the chief medical officer of the medical center and chief of the medical staff of university hospitals shall make recommendations only with respect to those actions involving the university hospitals, and the director of medical affairs of The James; the medical director of credentialing for The James and chief of the medical staff of The James shall make recommendations only with respect to those actions involving The James.
- (D) **Meetings.** The committee shall meet monthly or at the call of the Chair of the Committee and shall advise the University Wexner Medical Center Board of its activities regularly. The committee shall act on behalf of the University Wexner Medical Center Board in order to maintain the continuity of operations of the hospitals of the Ohio State University and the University Hospitals and The James medical staffs; to review and to approve medical staff membership and to grant appropriate clinical privileges for practitioners in accordance with applicable laws, accreditation requirements, bylaws and rules established by the University Board of Trustees, University Wexner Medical Center Board and University Hospitals and The James medical staffs. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

#### **3335-97-04 University Wexner Medical Center Board Special or Ad-Hoc Committees**

- (A) The University Wexner Medical Center Board may establish special or ad-hoc committee as needed upon the approval of the University Board of Trustees.

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(APPENDIX III)

Appointments/Reappointments of Chairpersons/Directors

TREVOR L. BROWN, Interim Director, John Glenn School of Public Affairs effective July 1, 2013

ARNAB CHAKRAVARTI,\*\* Chair, Department of Radiation Oncology effective July 1, 2013 through June 30, 2017

SHERRI M. GELDIN,\*\* Director, Wexner Center for the Arts effective July 1, 2013 through June 30, 2017

ANDREW H. GLASSMAN, Interim Chair, Department of Orthopaedics effective July 1, 2013 through June 30, 2014

RONALD L. HARTER,\*\* Chair, Department of Anesthesiology effective July 1, 2013 through June 30, 2017

J. CRAIG JENKINS, Acting Chair, Department of Sociology effective August 21, 2013 through December 11, 2013

WILLIAM B. LYONS,\*\* Director, School of Earth Sciences effective September 1, 2013 through August 31, 2015

TASHA R. SNYDER, Interim Chair, Department of Human Sciences effective August 1, 2013 through May 31, 2014

THOMAS E. TERNDROP, Chair, Department of Emergency Medicine effective July 1, 2013 through June 30, 2017

D. BRADLEY WELLING,\*\* Chair, Department of Otolaryngology effective July 1, 2013 through June 30, 2017

\*\* Reappointments

Faculty Professional Leaves

CHARLES A. BUFFINGTON, Professor, Department of Veterinary Clinical Sciences effective Autumn Semester 2013

STANLEY A. LEMESHOW, Professor, College of Public Health effective Spring Semester 2014

STUART C. MANGEL, Professor, Department of Neuroscience effective Autumn Semester 2013

HEA-JIN LEE, Associate Professor, School of Teaching and Learning (Lima) effective Autumn Semester 2013 and Spring Semester 2014

RICHARD E. TORRANCE, Professor, Department of East Asian Languages and Literatures effective Spring Semester 2015

Emeritus Titles

E. GORDON GEE, Office of the President with the title President Emeritus effective July 1, 2013



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CARL M. ALLEN, College of Dentistry with the title Professor Emeritus effective July 1, 2013

JESSIE L.-S. AU, College of Pharmacy with the title Distinguished University Professor Emeritus effective July 1, 2013

GLEN F. AUKERMAN, Department of Family Medicine with the title Professor Emeritus effective July 1, 2013

BARBARA BECKER-CANTARINO, Department of Germanic Languages and Literatures with the title Professor Emeritus effective July 1, 2013

JACK A. BOULANT, Department of Physiology and Cell Biology with the title Professor Emeritus effective July 1, 2013

JOHN J. ENYEART, Department of Neuroscience with the title Professor Emeritus effective July 1, 2013

ARTHUR J. EPSTEIN, Department of Physics with the title Professor Emeritus effective July 1, 2013

PATRICK J. FAHEY, Department of Family Medicine with the title Professor Emeritus effective July 1, 2013

STEVEN I. GORDON, Knowlton School of Architecture with the title Professor Emeritus effective July 1, 2013

JOHN C. HUNTINGTON, Department History of Art with the title Professor Emeritus effective July 1, 2013

ALI KEYHANI, Department of Electrical and Computer Engineering with the title Professor Emeritus effective July 1, 2013

WILLIAM L. Marsh, Department of Pathology with the title Professor-Clinical Emeritus effective July 1, 2013

HOWARD J. MARCUM, Department of Mathematics (Newark) with the title Professor Emeritus effective July 1, 2013

CHARLES W. MASSEY, Department of Art with the title Professor Emeritus effective July 1, 2013

TERRY A. MILLER, Department of Chemistry and Biochemistry with the title Ohio Eminent Scholar Professor Emeritus effective July 1, 2013

BOBBY D. MOSER, Department of Animal Sciences with the title Professor Emeritus effective July 1, 2013

MARIA H. NEFF, Department of Psychiatry with the title Professor Emeritus effective September 1, 2013

LYNNE E. OLSON, Department of Veterinary Biosciences with the title Professor Emeritus effective September 1, 2013

MICHAEL F. PARA, Department of Internal Medicine with the title Professor Emeritus effective September 1, 2013

DEBORAH S. PARRIS, Department of Molecular Virology, Immunology and Medical Genetics with the title Professor Emeritus effective September 1, 2013

August 30, 2013 meeting, Board of Trustees

JOHN B. QUIGLEY, College of Law with the title Professor Emeritus effective July 1, 2013

ROBERT G. RASHID, College of Dentistry with the title Professor-Clinical Emeritus effective July 1, 2013

YOGESHWAR SAHAI, Department of Materials Science and Engineering with the title Professor Emeritus effective July 1, 2013

SHELDON G. SHORE, Department of Chemistry and Biochemistry with the title Professor Emeritus effective September 1, 2013

RICHARD D. SLEMONS, Department of Veterinary Preventive Medicine with the title Professor Emeritus effective July 1, 2013

PAUL C. STROMBERG, Department of Veterinary Biosciences with the title Professor Emeritus effective August 1, 2013

M. GUILLAUM WIENTJES, College of Pharmacy with the title Professor Emeritus effective July 1, 2013

MAMORU YAMAGUCHI, Department of Veterinary Biosciences with the title Professor Emeritus effective September 1, 2013

DANIEL J. BIRMINGHAM, Department of Internal Medicine with the title Associate Professor Emeritus effective September 1, 2013

MELANIE S. BRODNIK, School of Health and Rehabilitation Services with the title Associate Professor Emeritus effective July 1, 2013

PATRICIA A. CUNNINGHAM, Department of Human Sciences with the title Associate Professor Emeritus effective July 1, 2013

ROBERT M. DEPHILIP, School of Health and Rehabilitation Services with the title Associate Professor Emeritus effective July 1, 2013

JOHN H. HUGHES, Department of Molecular Virology, Immunology and Medical Genetics with the title Associate Professor Emeritus effective September 1, 2013

JEN H. LUCAS, Department of Physiology and Cell Biology with the title Associate Professor Emeritus effective July 1, 2013

GLEN R. NEEDHAM, Department of Entomology with the title Associate Professor Emeritus effective July 1, 2013

THOMAS E. NYGREN, Department of Psychology with the title Associate Professor Emeritus effective July 1, 2013

RICHARD D. SHIELS, Department of History with the title Associate Professor Emeritus effective July 1, 2013

KATHRYN STAFFORD, Department of Human Sciences with the title Associate Professor Emeritus effective July 1, 2013

VINCENE VERDUN, College of Law with the title Associate Professor Emeritus effective July 1, 2013

CHARLES E. WILSON, College of Law with the title Associate Professor Emeritus effective July 1, 2013

August 30, 2013 meeting, Board of Trustees

Promotions, Tenure and Reappointments

**COLLEGE OF MEDICINE**

PROMOTION TO PROFESSOR WITH TENURE

Basu, Sujit, Pathology effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

McBride, Kim, Pediatrics effective September 1, 2013

Alvarez, Carlos, Pediatrics effective August 1, 2013

**COLLEGE OF MEDICINE  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Lindsey, David, Surgery effective September 1, 2013 and September 1, 2014

REAPPOINTMENT

Harris, Laura, School of Health and Rehabilitation Sciences effective September 1, 2014

Kegelmeyer, Deborah, School of Health and Rehabilitation Sciences effective September 1, 2014

Nahikian-Nelms, Marcia, School of Health and Rehabilitation Sciences effective September 1, 2014

Teaford, Margaret, School of Health and Rehabilitation Sciences effective September 1, 2014

**COLLEGE OF ENGINEERING  
CLINICAL**

REAPPOINTMENT

Ezell, Kyle, Knowlton School of Architecture effective September 1, 2015

Rogers, Peter, Biomedical Engineering effective September 1, 2014

(APPENDIX IV)



FY 2013 New Fundraising Activity Report  
**New Fundraising Activity Progress**  
 7/1/2012 through 6/30/2013

	Activity	Goal	% Achieved	7/1/2011 through 6/30/2012	% Change
<b>Outright Gifts and Pledges</b>					
Cash and Securities	\$112,380,073			\$136,203,738	-17.49%
Real Estate	\$0			\$3,765,386	-100.00%
Gifts-in-Kind	\$5,601,984			\$5,346,108	4.79%
Pledges	\$106,430,666			\$75,816,246	40.38%
Matching Gift	\$1,845,583			\$1,745,189	5.75%
Recurring	\$2,891,091			\$2,889,491	0.06%
<b>Total Outright Gifts and Pledges</b>	<b>\$229,149,397</b>	<b>\$213,287,753</b>	<b>107.44%</b>	<b>\$225,766,158</b>	<b>1.50%</b>
<b>Planned Gifts</b>					
Irrevocable Planned Gifts	\$2,460,002			\$5,076,630	-51.54%
Revocable Planned Gifts	\$61,448,307			\$31,937,683	92.40%
<b>Total Planned Gifts</b>	<b>\$63,908,309</b>	<b>\$54,321,747</b>	<b>117.65%</b>	<b>\$37,014,313</b>	
<b>Private Grants (OSP)</b>	<b>\$81,048,569</b>	<b>\$92,390,500</b>	<b>87.72%</b>	<b>\$98,626,824</b>	<b>-17.82%</b>
<b>Total Fundraising Activity</b>	<b>\$374,106,276</b>	<b>\$360,000,000</b>	<b>103.92%</b>	<b>\$361,407,295</b>	<b>3.51%</b>
		<b>Time Elapsed</b>	<b>100.00%</b>		



FY 2013 New Fundraising Activity Report  
**New Fundraising Activity Progress - Unit**  
 7/1/2012 through 6/30/2013

Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Academic Affairs	\$1,902,084	\$11,149,031	\$19,051,095	\$355,152	\$19,406,247	\$9,017,992	215.19%
Alumni Association	\$1,300,465	\$1,370,000	\$2,670,465	\$0	\$2,670,465	\$1,600,000	166.90%
Arts and Sciences (Colleges of the)	\$8,836,636	\$10,616,083	\$19,452,719	\$3,442,641	\$28,895,360	\$24,775,000	116.63%
Athletics	\$50,241,919	\$1,255,634	\$51,497,553	\$0	\$51,497,553	\$42,000,000	122.61%
Business (Fisher College of)	\$14,793,939	\$2,373,126	\$17,167,065	\$0	\$17,167,065	\$17,000,000	100.98%
Cancer (James / Solove)	\$51,365,208	\$8,452,770	\$59,817,973	\$11,136,086	\$70,954,064	\$60,000,000	118.28%
Dentistry (College of)	\$1,450,075	\$87,500	\$1,537,575	\$168,593	\$1,706,168	\$2,769,000	61.62%
Education and Human Ecology (College of)	\$5,171,345	\$1,741,484	\$6,912,809	\$1,263,835	\$8,176,644	\$7,750,675	105.50%
Engineering (College of)	\$19,877,284	\$3,592,190	\$23,469,475	\$24,912,493	\$48,381,968	\$38,024,000	127.24%
Food, Agricultural and Enviro. Sciences (College of)	\$7,906,851	\$1,708,141	\$9,614,992	\$7,068,424	\$16,683,416	\$20,551,080	81.18%
Heart (Ross)	\$1,335,020	\$2,250,000	\$3,585,020	\$4,024,945	\$7,609,965	\$10,377,000	74.05%
Kirwan Institute	\$1,005,050	\$0	\$1,005,050	\$0	\$1,005,050	\$1,400,000	71.79%
Law (Michael E. Moritz College of)	\$3,063,761	\$550,000	\$3,613,761	\$100,000	\$3,713,761	\$5,100,000	72.82%
Medical Center (Wexner)	\$15,127,740	\$2,332,006	\$17,459,746	\$8,933,222	\$26,392,968	\$18,748,000	140.78%
Medicine (College of)	\$6,588,306	\$2,570,027	\$9,158,333	\$2,764,962	\$11,923,295	\$10,400,000	114.65%
Neurosciences	\$4,979,029	\$1,16,821	\$5,095,850	\$5,176,156	\$10,272,006	\$13,174,000	77.97%
Nursing (College of)	\$1,420,773	\$1,796,000	\$3,216,773	\$386,521	\$3,603,294	\$1,500,000	240.22%
Optometry (College of)	\$450,180	\$1,017,470	\$1,467,650	\$259,166	\$1,726,816	\$1,843,000	93.70%
OSU Lima	\$472,206	\$293	\$472,499	\$0	\$472,499	\$727,700	64.93%
OSU Mansfield	\$859,757	\$0	\$859,757	\$100,358	\$960,115	\$3,500,000	27.43%
OSU Marion	\$971,944	\$0	\$971,944	\$0	\$971,944	\$1,583,609	61.38%
OSU Newark	\$643,420	\$210,000	\$853,420	\$4,000	\$857,420	\$331,000	259.04%
Pharmacy (College of)	\$3,751,726	\$2,107,510	\$5,859,236	\$979,185	\$6,838,421	\$1,881,000	363.55%
Public Health (College of)	\$300,568	\$2,000,000	\$2,300,568	\$519,839	\$2,820,407	\$1,333,000	211.58%
Social Work (College of)	\$414,092	\$246,844	\$660,936	\$183,608	\$844,544	\$1,400,000	60.32%
Student Life	\$1,016,562	\$429,897	\$1,436,459	\$5,000	\$1,441,459	\$1,000,000	144.15%
University-wide Fundraising	\$3,724,200	\$2,510,271	\$6,234,471	\$1,812,743	\$8,047,214	\$35,384,004	22.81%
Veterinary Medicine (College of)	\$3,327,500	\$2,647,376	\$5,974,876	\$1,447,640	\$7,422,516	\$11,900,000	64.54%
Wexner Center for the Arts	\$4,760,841	\$95,000	\$4,855,841	\$4,000	\$4,859,841	\$8,780,000	55.35%
WOSU Public Stations	\$6,100,933	\$682,856	\$6,783,789	\$0	\$6,783,789	\$10,750,000	100.50%
<b>Total</b>	<b>\$229,149,397</b>	<b>\$63,908,309</b>	<b>\$293,057,707</b>	<b>\$81,048,569</b>	<b>\$374,106,276</b>	<b>\$360,000,000</b>	<b>103.92%</b>

Time Elapsed 100.00%



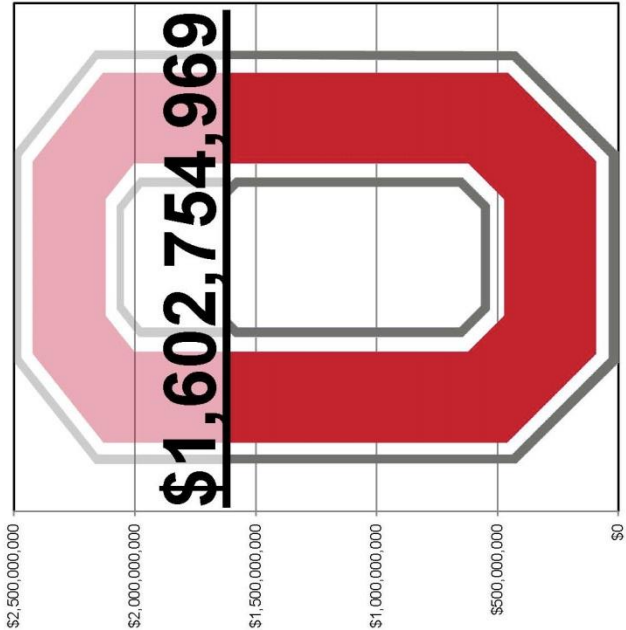
FY 2013 Philanthropic Receipts Report  
**Philanthropic Receipts**  
7/1/2012 through 6/30/2013

	7/1/2012 through 6/30/2013	7/1/2011 through 6/30/2012	% Change
<b>Outright Gift Receipts</b>			
Cash and Securities	\$117,116,600	\$140,837,622	-16.84%
Gifts-in-Kind	\$5,601,984	\$5,346,108	4.79%
Real Estate	\$0	\$3,765,386	-100.00%
<b>Outright Gift Receipts</b>	<b>\$122,718,583</b>	<b>\$149,949,115</b>	<b>-18.16%</b>
<b>Pledge Receipts</b>	<b>\$77,660,589</b>	<b>\$69,803,179</b>	<b>11.26%</b>
<b>Planned Gift Receipts</b>			
Revocable Planned Gifts	\$12,696,216	\$10,445,695	21.54%
Irrevocable Planned Gifts	\$2,460,002	\$5,076,630	-51.54%
<b>Planned Gift Receipts</b>	<b>\$15,156,218</b>	<b>\$15,522,324</b>	<b>-2.36%</b>
<b>Private Grant (OSP) Receipts</b>	<b>\$81,048,569</b>	<b>\$98,626,824</b>	<b>-17.82%</b>
<b>Philanthropic Receipts Total</b>	<b>\$296,583,960</b>	<b>\$333,901,442</b>	<b>-11.18%</b>



BUT FOR OHIO STATE  
Dashboard Report  
Campaign Progress  
1/1/2009 through 6/30/2013 = \$1,602,754,969

I. Campaign Progress



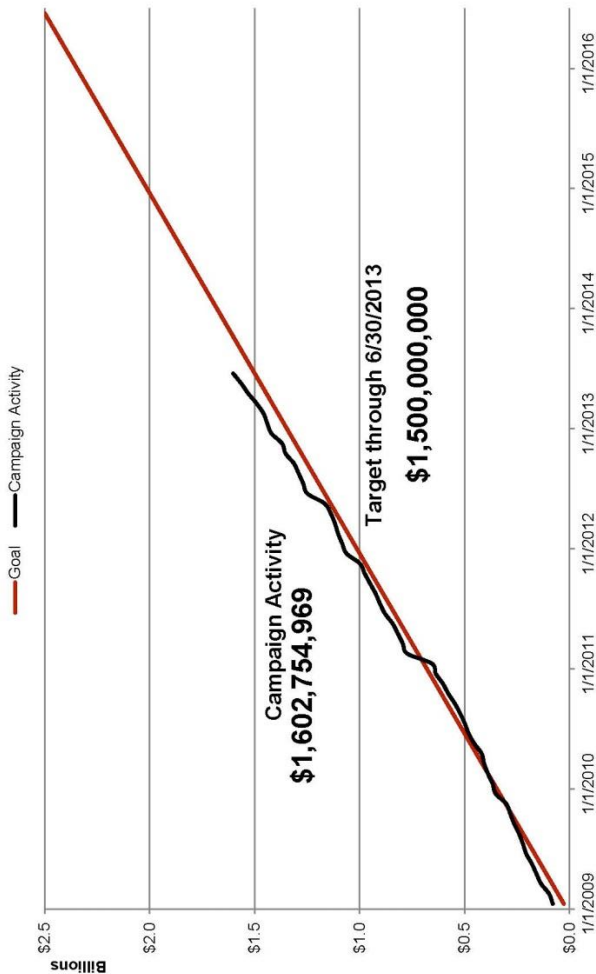


THE OHIO STATE UNIVERSITY

**BUT FOR OHIO STATE**  
**Dashboard Report**

Campaign Progress vs. Time  
1/1/2009 through 6/30/2013 = \$1,602,754,969

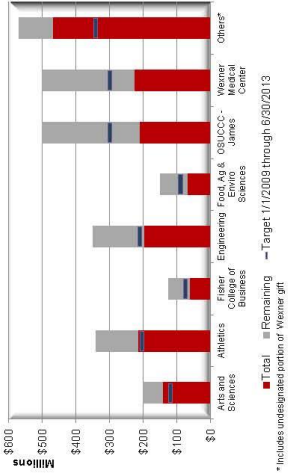
**II. Campaign Progress**



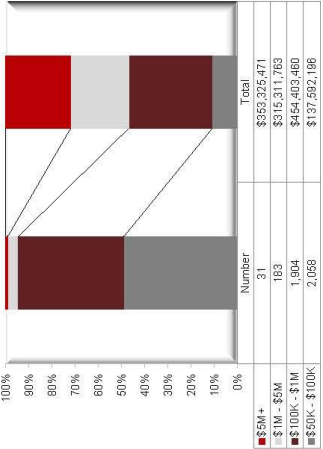


1/1/2009 through 6/30/2013 = \$1,602,754,969

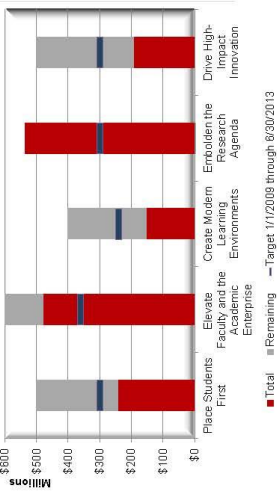
### III. Campaign Activity by Unit



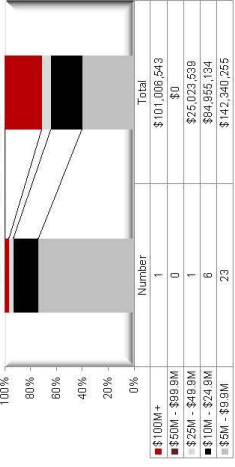
### Va. Campaign Activity by Major Gift Level



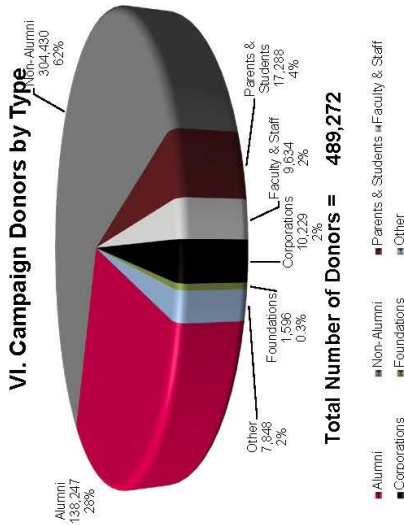
### IV. Campaign Activity by Objective



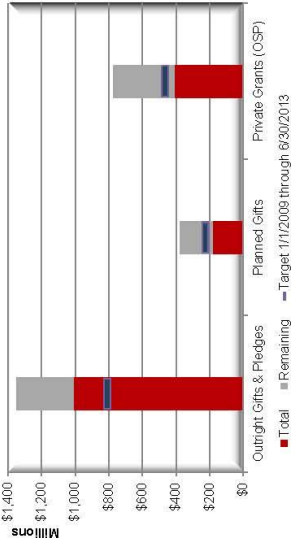
### Vb. \$5M+ Gift Level



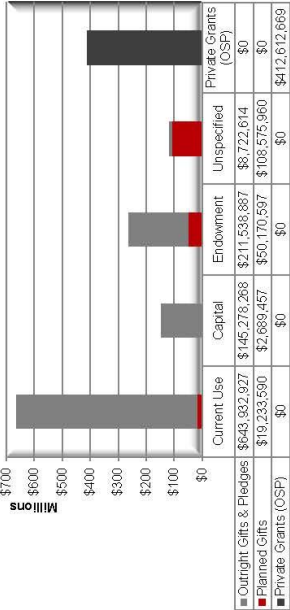
1/1/2009 through 6/30/2013 = \$1,602,754,969



### VII. Campaign Activity by Gift Type



### VIII. Campaign Activity by Fund Type



If an individual donor fits multiple types they are only counted in the highest level in the hierarchy listed below.

Donor Type Hierarchy	Level
Alumni	1
Parents	2
Faculty & Staff	3
Student	4
Non-Alumni	5

August 30, 2013 meeting, Board of Trustees

	Amount Establishing Endowment *	Total Commitment
<u>Change in Description of Named Endowed Fund</u>		
The Woody and Anne Hayes 1968 National Championship Athletic Scholarship Fund		
<u>Change in Name of Named Endowed Fund</u>		
From: The Optometry Scholarship Dinner Endowment Fund		
To: The Ohio State University College of Optometry Endowed General Scholarship Fund		
<u>Change in Name and Description of Named Endowed Fund</u>		
From: The Demkee Athletic Scholarship Fund		
To: The Demkee Athletic Scholarship Endowment Fund		
From: The Thomas Stickley International Graduate Scholarship Fund		
To: The Thomas Stickley International Graduate Student Research Fund		
<u>Establishment of Named Endowed Chair</u>		
Neil Klatskin Chair in Finance and Real Estate (Was established July 11, 2008, with gifts from the Charles and Lynne Klatskin Family Charitable Trust in memory of their son Neil Klatskin; used to provide an endowed chair position to support a distinguished scholar in finance and real estate who shall be required to conduct himself/herself in accordance with the highest standards of integrity and in conformance with all University codes and policies, including the University's code of ethics. The required funding level for a chair was met and the name and description are being revised August 30, 2013.)	\$1,625,622.67	\$1,500,000.00
<u>Establishment of Named Endowed Funds</u>		
N. Wayne and Mary Louise Westhoven Rhodus Endowed Fund (Is being established August 30, 2013, with gifts from Mr. and Mrs. Newell Wayne Rhodus Trust; used to provide fellowship support for graduate students enrolled in the College of Arts and Sciences studying in the Department of Mathematics whose area of concentration is numerical analysis or computation.)	\$1,367,508.30	\$1,295,669.01

August 30, 2013 meeting, Board of Trustees

<p>The Dr. Thomas E. and Dr. Jean D. Powers Endowed One Health Residency Fund                      (Is being established August 30, 2013, with gifts from Schering-Plough Foundation, Inc., Dr. Joseph S. McCracken, Dr. Thomas E. Powers, and Dr. Jean D. Powers; used to help to support the residency program at The Ohio State University College of Veterinary Medicine in One Health.)</p>	\$1,049,530.00	\$1,500,000.00
<p>*Reflects gifts received as of July 19, 2013                      The Carlos O. Miller Scholarship Fund                      (Is being established August 30, 2013, with a gift from Dr. Carlos O. Miller; used to establish an annual scholarship to a top science student from Jackson High School in Jackson, Ohio.)</p>	\$1,000,000.00	\$1,000,000.00
<p>Robert L. Ruberg, MD, Alumni Fund in Plastic Surgery                      (Is being established August 30, 2013, with an initial gift from OSU Plastic Surgery, LLC, and with additional gifts from colleagues, alumni, family, friends, and grateful patients, made in honor of the career and leadership of Dr. Robert L. Ruberg; used to support ongoing needs, program enhancements, or special initiatives to foster innovation in the Department of Plastic Surgery.)</p>	\$800,000.00	\$2,000,000.00
<p>The Bert and Iris Wolstein Men's Soccer Fund                      (Is being established August 30, 2013, with gifts from The Bertram L. and Iris S. Wolstein Foundation; used to pay the expenses of the annual Bert and Iris Wolstein Classic tournament, as approved by the director of athletics.)</p>	\$300,000.00	\$1,500,000.00
<p>Dr. Elbert B. and Carolyn B. Jasper Veterinary Public Health Scholar Fund                      (Is being established August 30, 2013, with gifts from Dr. Elbert B. and Carolyn B. Jasper; used to provide a scholarship for a student enrolled in the College of Veterinary Medicine who has already earned a DVM degree and is pursuing graduate work in veterinary public health within the Department of Veterinary Preventive Medicine.)</p>	\$298,035.70	\$372,646.00
<p>The Urban F. Meyer III and Shelley M. Meyer Endowment Fund for Cancer Research                      (Is being established August 30, 2013, with gifts from friends, colleagues, athletic community members, and enthusiasts given in honor of Urban F. Meyer III and Shelley M. Meyer in support of his advocacy to advance the cancer research program at The Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute; used at The James to advance cancer research through innovative ideas, novel therapies, state-of-the-art technology, basic and translational research, and other initiatives to more quickly improve patient treatments and outcomes.)</p>	\$278,890.95	\$50,000.00

August 30, 2013 meeting, Board of Trustees

Carol J. Fisher Graduate Support Fund for Reading and Literacy in Early Childhood Education (Is being established August 30, 2013, with estate gifts from Dr. Carol Jean Fisher; used to provide support to graduate students in the College of Education and Human Ecology's Department of Teaching and Learning with preference given to students pursuing specializations in early childhood education reading and literacy.)	\$234,885.36	\$234,882.29
The Helene Fuld Endowed Fund (Is being established August 30, 2013, with a grant from the Helene Fuld Health Trust; used to provide financial aid to students enrolled in the Masters Entry Program in the College of Nursing.)	\$160,000.00	\$480,000.00
Brutus Buckeye Ambassador Endowed Fund (Is being established August 30, 2013, with a gift from Linda Meeks; used to provide scholarship support for the students who represent The Ohio State University as Brutus Buckeye.)	\$100,000.00	\$100,000.00
Bernadine P. Healy, MD, Lectureship Fund in Women's Health (Is being established August 30, 2013, with a gift from the estate of Bernadine P. Healy, MD; used to support a lectureship program on women's health at The Ohio State University Wexner Medical Center to be held annually or as funding permits.)	\$100,000.00	\$100,000.00
Kriwinsky Family Scholarship Fund (Is being established August 30, 2013, with gifts from Dr. Mark Kriwinsky; used to provide renewable scholarships for graduate students enrolled in the College of Dentistry who are originally from northeast Ohio, preferably Cleveland, who intend to practice dentistry in that area, with first consideration given to students who are in their first year of the DDS program.)	\$100,000.00	\$100,000.00
The Richard L. Morgan Scholarship Fund in Medicine (Is being established August 30, 2013, with gifts from Dr. Richard L. Morgan; used to provide scholarships to medical students in the College of Medicine who demonstrate financial need, and are graduates of an Ohio high school and of an Ohio college or university.)	\$100,000.00	\$100,000.00
The Glen F. Aukerman, MD, Integrative Medicine Endowed Fund in Family Medicine (Is being established August 30, 2013, with gifts originally given by Dr. Glen Aukerman to <i>The Glen F. Aukerman, MD, Endowed Fund for Integrative Medicine</i> ; used to support Department of Family Medicine's training and medical education of physicians and other health care professionals on integrative medicine nutrition and nutrigenomics.)	\$86,825.60	\$86,825.60

August 30, 2013 meeting, Board of Trustees

<p>The Patty and Hank Kassigkeit Men's Ice Hockey Program Fund (Is being established August 30, 2013, with a gift from Patty and Hank Kassigkeit; used to supplement the budget of the men's ice hockey program.)</p>	\$75,000.00	\$150,000.00
<p>Dr. Charles R. Hancock Graduate Scholarship Fund in Urban Education (Is being established August 30, 2013, with gifts from Theresa Hancock; used to provide scholarship support to graduate students from under-represented groups who have expressed an interest in urban education with particular attention given to, but not limited to, African American, African, Caribbean, or Hispanic/Latino students.)</p>	\$70,888.00	\$50,000.00
<p>The Kathlene S. and Brian K. Hicks Student Leadership Scholarship Fund (Is being established August 30, 2013, with gifts from Kathlene Hicks and Brian Hicks; used to provide one or more merit-based, undergraduate scholarships to Ohio residents attending the Columbus campus, with preference given to first-generation college students who demonstrate leadership.)</p>	\$60,000.00	\$60,000.00
<p>The Pam Gartin and Tom Parker Graduate Scholarship Fund (Is being established August 30, 2013, with a gift from Pam Gartin and Tom Parker; used to support one scholarship for a graduate student in the College of Food, Agricultural, and Environmental Sciences as part of the Pat and Bobby Moser Scholars Program, with preference given to students pursuing graduate degrees through the Department of Food Science and Technology with emphasis on research aligned with the Center for Advanced Functional Foods Research and Entrepreneurship, and with particular attention given to, but not limited to, United States citizens or residents.)</p>	\$60,000.00	\$60,000.00
<p>The Dr. Jon R. Woods TBDBITL Marching Band Director's Fund (Is being established August 30, 2013, with gifts given in honor of Dr. Jon R. Woods; used at the discretion of the director of The Ohio State University Marching Band to support emerging priorities and opportunities.)</p>	\$52,034.16	\$50,000.00
<p>The Louise and David A. Braver Fund for the Arts (Is being established August 30, 2013, with a gift from Louise Braver, in memory of her husband; used to provide one non-renewable scholarship for a theatre student for international study of Shakespeare and theatre.)</p>	\$51,000.00	\$50,000.00

August 30, 2013 meeting, Board of Trustees

The Alpha Gamma Rho Scholarship Fund (Is being established August 30, 2013, with gifts from Nathan M. and Julie C. Louiso; used to provide at least two non-renewable scholarships to undergraduate students who are attending the Columbus campus, are members of Alpha Gamma Rho, have a cumulative grade point average of 3.0 or higher, and belong to at least one club or organization.)	\$50,195.00	\$50,000.00
The Janice Pinter-Layne and Charles Layne Scholarship Fund (Is being established August 30, 2013, with gifts from Dr. Charles A. Layne and Ms. Janice Pinter Layne; used to provide one need-based scholarship to a full-time or part-time undergraduate student attending the Columbus campus who does not qualify for Pell Grants; preference shall be given to a student who has applied for a student loan and is a first-year or current student from Lorain County, Ohio.)	\$50,084.50	\$50,000.00
The Patrick and Jane O'Neill Endowed Scholarship Fund (Is being established August 30, 2013, with gifts from Patrick and Jane O'Neill; used to provide a scholarship to an undergraduate student pursuing a BS in pharmaceutical sciences interested in obtaining a graduate research degree.)	\$50,000.29	\$50,000.00
The Dr. Joseph Berkeley Memorial Scholarship Fund (Is being established August 30, 2013, with gifts from Dr. Alan Berkeley; used to provide one or more non-renewable scholarships to undergraduate students.)	\$50,000.00	\$100,000.00
The Erika and Paul-Henri Bourguignon Lecture Series in Art and Anthropology (Is being established August 30, 2013, with gifts from Elizabeth A. Salt; used to support an annual speaker on the subject of art and anthropology.)	\$50,000.00	\$50,000.00
Chick-fil-A Bowl Scholarship Fund (Is being established August 30, 2013, with gifts from Chick-fil-A Bowl and Chick-fil-A, Inc.; used to provide a renewable scholarship to an undergraduate student who graduated from the National Football Foundation's <i>Play It Smart</i> program at Carver, Douglass, Grady, Jackson, Mays, North Atlanta, South Atlanta, Therrell, or Washington High Schools in Atlanta, Georgia.)	\$50,000.00	\$50,000.00
Raymond and Lillian Fuller Medical Scholarship Fund (Is being established August 30, 2013, with gifts from Raymond E. Fuller, MD, and Lillian L. Fuller; used to support medical students with an interest in primary care, specifically internal medicine, family practice, or general pediatrics, with a preference given to those ranking in the top 25% of their class.)	\$50,000.00	\$250,000.00

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David C. and Andria W. Goss Family Fund for Pancreatic Cancer Research (Is being established August 30, 2013, with gifts in memory of Andria W. Goss and David C. Goss, Lynn Ann Goss, Sharon "Shermie" Goss Orazen and David "Gus" Orazen, and Laura "Lauri" Goss Roman and Ronald J. Roman; used to support medical research, patient care, education, and outreach programs on pancreatic cancer at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute or the Comprehensive Cancer Center.)	\$50,000.00	\$50,000.00
The Phillip and Gail Minerich Scholarship Fund (Is being established August 30, 2013, with a gift from Gail and Phillip Minerich; used to support one scholarship for an undergraduate student in the College of Food, Agricultural, and Environmental Sciences who is majoring in food science and has demonstrated financial need.)	\$50,000.00	\$100,000.00
Powers Family Support Fund in Parkinson's Disease (Is being established August 30, 2013, with gifts from James A. Powers and Anne K. Powers, PhD; used to support basic and translational research related to Parkinson's disease undertaken in the Department of Neurology in the College of Medicine.)	\$50,000.00	\$50,000.00
The Remembrance Park Maintenance Fund (Is being established August 30, 2013, with funds transferred from the Franklin County OSU Alumni Club Wall of Honor and Remembrance Park Fund; used for improvements, additions, and/or repairs for the Battelle Wall of Honor and/or Remembrance Park.)	\$50,000.00	\$50,000.00
The Margaret and Robert Scherer Family Scholarship Fund (Is being established August 30, 2013, with a gift from Peggy and Bob Scherer; used to support one four-year scholarship as part of the Pat and Bobby Moser Scholars Program, for an undergraduate student in the College of Food, Agricultural, and Environmental Sciences who is a resident of Ohio, with preference given to the following counties in this order: Pickaway, Fayette, Ross.)	\$50,000.00	\$60,000.00
Helen Swank Voice Research and Teaching Lab Endowment Fund (Is being established August 30, 2013, with gifts from Helen Swank; used to support the activities of the Helen Swank Voice Research and Teaching Lab in the College of Arts and Sciences.)	\$50,000.00	\$50,000.00



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Lt. Col. Thomas H. Criqui and Capt. Leo S. Hillebrand, Jr., Endowment Fund (Is being established August 30, 2013, with gifts from Lt. Col. Thomas H. Criqui, in memory of Capt. Leo S. Hillebrand, Jr., USMC, who was killed in action at Iwo Jima during WWII; used for need-based scholarship support to students with a 2.25 minimum grade point average who have shown outstanding performance in high school or at the University, and are in a United States military related program, with preference given to students in the following priority: non-scholarship U.S. Air Force ROTC contracted cadets in their junior or senior year; non-scholarship U.S. Air Force ROTC contracted cadets; U.S. Air Force ROTC contracted cadets; U.S. Marine Option Midshipmen; U.S. Navy Option Midshipmen; U.S. Army cadets; other students as deemed appropriate for this scholarship by the University.)	\$25,000.00	\$25,000.00
The Jeanette Zupancic Fund (Is being established August 30, 2013, with gifts from Stephen P. Butt; used at the discretion of the dean of the College of Social Work.)	\$25,000.00	\$25,000.00
William E. Nelson, Jr., Scholarship Fund (Is being established August 30, 2013, with gifts from friends, family, and colleagues; used to provide scholarships for undergraduate students majoring or minoring in African American and African studies, formerly known as Black studies, or graduate students seeking a Master of Arts in African American and African studies.)	\$16,379.00	\$15,000.00

Change in Description of Named Endowed Fund

Glen F. Aukerman, MD, Endowed Fund for Integrative Medicine

Change in Name of Named Endowed Fund

From: The Rhonda and Michael Murnane Scholarship Fund in Honor of Donald Dunn  
To: Donald G. Dunn World War II Scholarship Fund

Fund Closure

The Lowe Family Scholarship Fund

TOTAL	\$8,686,879.53
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**The Woody and Anne Hayes 1968 National Championship Athletic Scholarship Fund**

The Woody and Anne Hayes 1968 National Championship Athletic Scholarship Fund was established April 7, 1989, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University Development Fund from members of The Ohio State University's 1968 national championship football team and their families. The description is being revised on August 30, 2013.

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The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

The annual distribution from this fund shall be used to provide or supplement educational costs toward a degree at The Ohio State University for former Ohio State University varsity football players through the Department of Athletics' Degree Completion Program (or a similar program, if no longer in existence), and for current or former Ohio State University varsity football coaches and their spouses, children, and grandchildren, provided they are not current or former varsity student-athletes. Recipients of educational scholarship assistance from this endowment will be selected and approved by the director of athletics, in cooperation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for educational needs, the unused portion may be used at the discretion of the director of athletics to enhance the varsity football program.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the senior administrative official of the University who has direct responsibility for the intercollegiate varsity athletic program at The Ohio State University.

#### **The Ohio State University College of Optometry Endowed General Scholarship Fund**

The Optometry Scholarship Dinner Endowment Fund was established July 7, 2006, by the Board of Trustees of The Ohio State University with gifts from numerous donors. The fund name is being revised on August 30, 2013.

The annual distribution from this fund shall provide scholarships for students studying optometry at The Ohio State University College of Optometry. Scholarship recipients will be selected by the dean of the College of Optometry, in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the dean of the College of Optometry. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

#### **The Demkee Athletic Scholarship Endowment Fund**

The Demkee Athletic Scholarship Fund was established February 1, 1985, by the Board of Trustees of The Ohio State University with a gift from the Demkee family of Wooster, Ohio, through the Demkee Scholarship Fund. The name was changed to The Demkee

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Athletic Award Endowment Fund and the description was revised April 4, 2008. The fund name and description are being further revised on August 30, 2013.

The annual distribution from this fund shall be used to provide scholarships for undergraduate student-athletes in good academic standing who are involved in a varsity athletic program, with preference given to students who have expressed an interest in pursuing a career in dentistry or dental hygiene. Scholarship recipients shall be selected by the director of athletics, who may consult with the dean of the College of Dentistry at his/her discretion.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of athletics.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donors, should they be alive, and from the director of athletics, in consultation with the dean of the College of Dentistry.

#### **The Thomas Stickley International Graduate Student Research Fund**

The Thomas Stickley International Graduate Scholarship Fund was established May 4, 1989, by the Board of Trustees of The Ohio State University with gifts from Mary Jane Sayre Stickley (BS 1965); Development Alternatives, Inc. of Washington, D.C.; and friends of the late S. Thomas Stickley (former 4-H Extension Agent, BS 1956, MS 1964, PhD 1968). The name and description are being revised on August 30, 2013.

The annual distribution from this fund shall support the research of international graduate students in the area of international development economics through the Department of Agricultural, Environmental, and Development Economics (AEDE), as determined by the chair of AEDE, in consultation with Student Financial Aid and approved by the vice president for agricultural administration and executive dean for the College of Food, Agricultural, and Environmental Sciences or his/her designee. Expenditures may include, but are not limited to, seed grants for larger projects, travel, and data collection. It is the donors' desire that the research support be granted with particular attention to, but not limited to, students from Haiti and the Sahelian countries of West Africa whose major course of study is rural finance or agricultural economics. If possible, AEDE shall keep Mary Jane Stickley or her designee apprised of the selection process.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for agricultural administration and executive dean for the College of Food, Agricultural, and Environmental Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Mary Jane Sayre Stickley or her designee, if possible, and the vice president for agricultural administration and executive dean for the College of Food, Agricultural, and Environmental Sciences.

#### **Neil Klatskin Chair in Finance and Real Estate**

The Neil Klatskin Chair Fund in Finance and Real Estate at the Fisher College of Business, The Ohio State University, was established July 11, 2008, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Charles and Lynne Klatskin Family Charitable Trust, in memory of their son, Neil Klatskin (BSBA 1982). The required funding level for a chair was met and the name and description are being revised August 30, 2013.

The endowment fund (as defined below) established by the donors shall be used for the Neil Klatskin Chair in Finance and Real Estate at the Fisher College of Business. There shall be an annual distribution from the endowment fund to provide an endowed chair position to support a distinguished scholar in finance and real estate. The professor holding the chair shall hold a PhD and shall be required to conduct himself/herself in accordance with the highest standards of integrity and in conformance with all University codes and policies, including the University's code of ethics. Appointment to the Neil Klatskin Chair in Finance and Real Estate shall be recommended by the dean of the Fisher College of Business, with the prior consultation of the donors, to the executive vice president and provost and the Board of Trustees for their approval.

The endowment must be used only for the chair position. In any given year that the endowment distribution is not fully needed to fund the chair position, the unused portion of the distribution shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a reasonable and customary fee may be assessed against the endowment portfolio for the University's costs of development and fund management at the University's standard rate.

It is the intent of the donors and the University that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then the donors shall be promptly notified and shall determine an alternate use for the endowment fund at the University. The donors shall consult with the dean of Fisher College of Business and consider the recommendation of the dean of Fisher College of Business, the

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Foundation's Board of Directors, and the University's Board of Trustees to determine an alternative designation as nearly aligned with the original intent of the contribution.

The endowment fund shall in no event be used for any other purpose without the express approval of the donors. If the donors are not alive, then the dean of the Fisher College of Business, with the approval of the Foundation Board of Directors and the University's Board of Trustees, may select an alternative designation as nearly aligned with the original intent of the contribution as good conscience and need dictate, it being understood that the donors desire the fund to be at the Fisher College of Business and to relate to finance and real estate, and the name of their son be recognized and used with respect to the fund.

#### **N. Wayne and Mary Louise Westhoven Rhodus Endowed Fund**

The N. Wayne and Mary Louise Westhoven Rhodus Endowed Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Mr. and Mrs. Newell Wayne Rhodus Trust.

The annual distribution from this fund shall provide fellowship support for graduate students enrolled in the College of Arts and Sciences, studying in the Department of Mathematics, whose area of concentration is numerical analysis or computation. Recipients shall be selected by the department's chair, and in consultation with Student Financial Aid. It is the donor's desire that the fellowships be awarded with particular attention to, but not limited to, United States citizens or residents.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Mathematics.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of Mathematics. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Dr. Thomas E. and Dr. Jean D. Powers Endowed One Health Residency Fund**

The Dr. Thomas E. and Dr. Jean D. Powers Endowed One Health Residency Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, with gifts from Schering-Plough Foundation, Inc.; Dr. Joseph S. McCracken (DVM 1979, MS 1980); Dr. Thomas E. Powers (DVM 1953, PhD 1960); and Dr. Jean D. Powers.

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The One Health Residency program will train veterinarians to investigate emerging wildlife health and disease issues within the context of the changing natural world. The One Health Residency program is the only program in the country that connects its participants to both a major zoo and a living laboratory, such as *the Wilds*. This program is unlike any other currently available for dedicated veterinarians seeking sustainable solutions to help humans coexist harmoniously with other species.

The annual distribution from this fund shall help to support the residency program at The Ohio State University College of Veterinary Medicine in One Health, as approved by the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Veterinary Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

### **The Carlos O. Miller Scholarship Fund**

The Carlos O. Miller Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Carlos O. Miller (BS 1948, MA 1949, PhD 1951) of Indianapolis, Indiana.

The annual distribution from this fund shall be used to establish an annual scholarship to a top science student from Jackson High School in Jackson, Ohio. The scholarship may be awarded to the same student for up to four years. The recipient shall be chosen annually by the Jackson High School science teachers, but the choice must be regarded as truly worthy by The Ohio State University and Student Financial Aid. Need should be considered as a deciding factor if two or more candidates of nearly equal quality are available. Recipients must emphasize the basic, natural sciences in their studies. More than one award may be made simultaneously, but the scholarship award should be sufficient, if possible, to provide the major support of the student. If Jackson High School should cease to exist, the awards shall be made to students from the high school(s) serving essentially the same constituency as now serviced by Jackson High School, and the awardees shall be chosen by the science teachers of the successor school(s).

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of Student Financial Aid.

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The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Robert L. Ruberg, MD, Alumni Fund in Plastic Surgery**

The Robert L. Ruberg, MD, Alumni Fund in Plastic Surgery was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an initial gift from OSU Plastic Surgery, LLC, and with additional gifts from colleagues, alumni, family, friends, and grateful patients, made in honor of the career and leadership of Dr. Robert L. Ruberg of Gahanna, Ohio.

Dr. Ruberg joined the Department of Surgery as an assistant professor in 1975 and was promoted to professor in 1998. In 2012, he became a professor emeritus. Over the course of his 37-year career, his leadership has advanced medical education, patient care, and the field of plastic surgery. Ruberg held a multitude of leadership positions during his tenure at Ohio State, including director of the Division of Plastic Surgery (1985-2004, 2006-2007), co-director and director of the Burn Center (1977-1995), and chief-of-staff at University Hospitals (1993-1997). Additionally, Ruberg has served on numerous hospital committees.

Ruberg has also made significant contributions to Ohio State in the field of medical education. While remaining active in a variety of regional and national professional societies, he has authored or edited more than 100 articles, abstracts, books, and presentations. At the College of Medicine, he was the chair of the Executive Curriculum Committee for 13 years (1985-1998) and served as the vice dean for education from 2011-2012. Always willing to give of his time, Ruberg has also served on the college's admissions committee, where he interviewed prospective students during their visits to campus. On numerous occasions, medical students have recognized him with the surgery departments "Best Teacher Award." In 1997, he received the Medical Alumni Society's Faculty Teaching Award, which honors outstanding teaching contributions to the College of Medicine.

The annual distribution from this fund shall be used to support ongoing needs, program enhancements, or special initiatives to foster innovation in the Department of Plastic Surgery as allocated by the dean of the College of Medicine, in consultation with the chair of the department and the senior vice president for health sciences.

Should the endowment principal balance reach \$1,000,000 for a professorship or \$2,000,000 for a chair position by June 30, 2018, the endowment shall be revised accordingly when the respective funding level is reached to the *Robert L. Ruberg M.D. Alumni Professorship (or Chair) in Plastic Surgery*. After June 30, 2018, the fund may be revised if the endowment principal reaches the minimum funding level for a professor or chair required at that date. The annual distribution shall support a professorship or chair position for a nationally or internationally recognized physician faculty member in clinical or academic leadership in the field of plastic surgery. The appointment to the position shall be made by the Board of Trustees of The Ohio State University, as recommended

by the dean of the College of Medicine, in consultation with the senior vice president for health sciences and the chair of the Department of Plastic Surgery. The activities of the holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donor, as well as the academic and research standards of University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Medicine.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine, the chair of the Department of Plastic Surgery, and the senior vice president for health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Bert and Iris Wolstein Men's Soccer Fund**

The Bert and Iris Wolstein Men's Soccer Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The Bertram L. and Iris S. Wolstein Foundation.

The annual distribution from this fund shall be used to pay the expenses of the annual Bert and Iris Wolstein Classic tournament, as approved by the director of athletics. Any remaining amount shall be used at the discretion of the head coach of the men's soccer team.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of athletics, in consultation with the head coach of the men's soccer team.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of athletics. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.



**Dr. Elbert B. and Carolyn B. Jasper Veterinary Public Health Scholar Fund**

The Dr. Elbert B. and Carolyn B. Jasper Veterinary Public Health Scholar Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Elbert B. (DVM 1949) and Carolyn B. Jasper of Berea, Ohio.

The annual distribution from this fund shall be used to provide a scholarship for a student enrolled in the College of Veterinary Medicine who has already earned a DVM degree and is pursuing graduate work in veterinary public health within the Department of Veterinary Preventive Medicine. The scholarship recipient shall be selected by the chairperson of the Department of Veterinary Preventive Medicine, in consultation with the Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Veterinary Medicine, in consultation with the chairperson of the Department of Veterinary Preventive Medicine.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of Dr. Jasper that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Dr. Jasper, if possible, and the dean of the College of Veterinary Medicine, in consultation with the chairperson of the Department of Veterinary Preventive Medicine.

**The Urban F. Meyer III and Shelley M. Meyer  
Endowment Fund for Cancer Research**

The Urban F. Meyer III and Shelley M. Meyer Endowment Fund for Cancer Research was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, colleagues, athletic community members, and enthusiasts given in honor of Urban F. Meyer III and Shelley M. Meyer in support of his advocacy to advance the cancer research program at The Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute (The James).

The annual distribution from this fund shall be used at The James to advance cancer research through innovative ideas, novel therapies, state-of-the-art technology, basic and translational research, and other initiatives to more quickly improve patient treatments and outcomes. Allocation and approval of the distribution shall be made by the chief executive officer of The James and by the director of the Comprehensive Cancer Center (CCC), in consultation with the senior vice president for health sciences.

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A portion of the endowment principal may be transferred to establish new endowed professorships or chairs at the discretion of the chief executive officer of The James. The fund must maintain a principal balance greater than or equal to the minimum endowment funding level at the time of transfer. The minimum funding level for new endowed professorships created by transfers from this fund shall be \$1 million if created by December 31, 2017. The minimum funding level for new endowed chairs created by transfers from this fund shall be \$2 million if created by December 31, 2017. After December 31, 2017, new funds must meet minimum funding levels at that time. The annual distribution from new endowed professorships or chairs shall be used to support a nationally eminent faculty member in The James. The names of the professorships or chairs shall be determined in the future at the discretion of Urban F. Meyer III and/or Shelley M. Meyer, if possible.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chief executive officer of The James.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, and as recommended and approved by the chief executive officer of The James, director of the CCC, dean of the college, and the senior vice president for health sciences.

#### **Carol J. Fisher Graduate Support Fund for Reading and Literacy in Early Childhood Education**

The Carol J. Fisher Graduate Support Fund for Reading and Literacy in Early Childhood Education was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with estate gifts from Dr. Carol Jean Fisher (BA 1955, PhD 1972).

The annual distribution from this fund shall provide support to graduate students in the College of Education and Human Ecology's Department of Teaching and Learning. Preference shall be given to students pursuing specializations in early childhood education reading and literacy. Scholarship recipients shall be selected by the department's chair, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Teaching and Learning. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Helene Fuld Endowed Fund**

The Helene Fuld Endowed Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a grant from the Helene Fuld Health Trust.

The annual distribution from this fund shall be used to provide financial aid to students enrolled in the Masters Entry Program in the College of Nursing. Recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

If the College of Nursing makes a material change to the Masters Entry Program, the college shall consult a representative of the Helene Fuld Health Trust. If the college eliminates the program, the annual distribution shall be used to assist nursing students in other nursing programs offered by the college. If the University no longer offers educational programs in nursing, the principal balance plus any unspent distribution shall be transferred to an accredited nursing school, preferably in the central Ohio region.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Nursing.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Nursing. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Brutus Buckeye Ambassador Endowed Fund**

The Brutus Buckeye Ambassador Endowed Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Linda Meeks, inspired by Oliver Meeks Langan, Reed James Langan, and children of all ages who support Brutus Buckeye.

The annual distribution from this fund shall provide scholarship support for the students who represent The Ohio State University as Brutus Buckeye, as determined by the Office of Student Life, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Office of Student Life. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Bernadine P. Healy, MD, Lectureship Fund in Women's Health**

The Bernadine P. Healy, MD, Lectureship Fund in Women's Health was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the estate of Bernadine P. Healy, MD, of Gates Mills, Ohio.

Dr. Healy, a cardiologist, held numerous leadership roles in medicine and government, during which she championed studies that overturned false assumptions about women's health. As the first female director of the National Institutes of Health from 1991 to 1993, she reversed policies that excluded women from clinical trials and began the Women's Health Initiative, a \$625 million study of cardiovascular disease, osteoporosis, and cancer in women. During her accomplished career, she was president of the national offices of American Red Cross (1999-2001) and of the American Heart Association (1988-1989), as well as a health commentator for CBS News and PBS-TV, and columnist for *U.S. News and World Report*.

She was the first female dean of the College of Medicine at The Ohio State University from 1995 to 1999, where she led development of a public health school, two institutes (heart and lung, musculoskeletal), and an orthopaedics department, and helped the college become a National Center of Excellence in Women's Health.

The annual distribution from this fund shall support a lectureship program on women's health at The Ohio State University Wexner Medical Center to be held annually, or as

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funding permits. Allocation of the distribution shall be made at the recommendation and approval of the executive director of the Center for Women's Health, in consultation with the senior vice president for health sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive director of the Center for Women's Health and the senior vice president for health sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive director of the Center for Women's Health and the senior vice president for health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Kriwinsky Family Scholarship Fund**

The Kriwinsky Family Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Mark Kriwinsky (DDS 1980).

The annual distribution from this fund shall provide renewable scholarships for graduate students enrolled in the College of Dentistry who are originally from northeast Ohio, preferably Cleveland, who intend to practice dentistry in that area. First preference shall be given to students who are in their first year of the DDS program (D1). If there is not a qualified D1 candidate in the year of allocation, the funds may be provided to prior awardees of this fund still in the DDS program. If there are multiple qualified candidates, financial need may be taken into consideration. Scholarship recipients shall be selected by the college's dean, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students of Jewish faith.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above or

designated family member, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Dentistry. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Richard L. Morgan Scholarship Fund in Medicine**

The Richard L. Morgan Scholarship Fund in Medicine was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Richard L. Morgan (BS 1954, MD 1959) of Phoenix, Arizona.

The annual distribution shall be used to provide scholarships to medical students in the College of Medicine who demonstrate financial need. Recipients must be graduates of an Ohio high school and of an Ohio college or university. Financial need for this scholarship is defined as having annual income less than \$80,000 (as shown on FAFSA form as the adjusted gross income reported for federal income tax). The annual income limit shall be adjusted for inflation each year by the college's Student Financial Services office, beginning with the year the endowment is authorized by the Board of Trustees. Recipients shall be selected by the College of Medicine Scholarship Committee, in consultation with Student Financial Aid, and be approved by the dean of the College of Medicine.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine, in consultation with the senior vice president for health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Glen F. Aukerman, MD, Integrative Medicine Endowed Fund in Family Medicine**

The Glen F. Aukerman, MD, Integrative Medicine Endowed Fund in Family Medicine was established August 30, 2013, by the Board of Trustees of The Ohio State University, with gifts originally given to The Glen F. Aukerman, MD, Endowed Fund for Integrative Medicine from Dr. Glen Aukerman (MD 1964). Dr. Aukerman's gifts are being transferred to establish a new endowed fund.

Dr. Aukerman joined the Department of Family Medicine initially in 1983 as volunteer clinical assistant professor. He returned to The Ohio State University as professor in 1995, having also served as department chairman until 1998. In 2004, he became the director of the Division of Integrative Medicine and in the same year, he lead the creation of the Center for Integrative Medicine. He became professor emeritus in 2013. This fund

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is to advance total patient care through the integration of complementary modalities with traditional western medicine to produce optimum patient outcomes.

The annual distribution from this fund shall support Department of Family Medicine's training and medical education of physicians and other health care professionals on integrative medicine nutrition and nutrigenomics. Allocation of the distribution shall be made at the recommendation and approval of the chair of the Department of Family Medicine, in consultation with the dean of the College of Medicine and the senior vice president for health sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor(s) that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor(s) named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the chair of the Department of Family Medicine, dean of the College of Medicine and the senior vice president for health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Patty and Hank Kassigkeit Men's Ice Hockey Program Fund**

The Patty and Hank Kassigkeit Men's Ice Hockey Program Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Patty and Hank (BS 1970) Kassigkeit from Moreland Hills, Ohio.

The annual distribution from this fund shall supplement the budget of the men's ice hockey program at the discretion of the head coach.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of the Department of Athletics.

#### **Dr. Charles R. Hancock Graduate Scholarship Fund in Urban Education**

It is proposed that Dr. Charles R. Hancock Graduate Scholarship Fund in Urban Education was established August 30, 2013, by the Board of Trustees of The Ohio State

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University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, gifts from Theresa Hancock.

The annual distribution from this fund shall be used to provide scholarship support to graduate students from under-represented groups who have expressed an interest in urban education. Scholarship recipients shall be selected by the dean of the College of Education and Human Ecology, in consultation with Student Financial Aid. It is the donor's desire that the scholarship(s) be awarded with particular attention to, but not limited to, African American, African, Caribbean, or Hispanic/Latino students.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Education and Human Ecology.

#### **The Kathlene S. and Brian K. Hicks Student Leadership Scholarship Fund**

The Kathlene S. and Brian K. Hicks Student Leadership Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Kathlene Hicks (BS 1987, MA 1994) and Brian Hicks (BS 1987) from Dublin, Ohio.

The annual distribution from this fund shall provide one or more merit-based, undergraduate scholarships to Ohio residents attending the Columbus campus, with preference given to first-generation college students. Eligible recipients must have demonstrated leadership in high school (for incoming first-year students) or college (for continuing students). The scholarship is renewable for up to five years, as long as the student remains in good standing. Scholarship recipients shall be selected by Student Financial Aid.

It is the donors' intention to provide significant financial assistance to a student(s). The University will make every effort to notify the donors prior to offering multiple scholarships in a given year.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.



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The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Pam Gartin and Tom Parker Graduate Scholarship Fund**

The Pam Gartin and Tom Parker Graduate Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Pam Gartin (BS 1973, Human Resources) and Tom Parker (BS 1943, Business Administration) of Columbus, Ohio.

The annual distribution from this fund shall be used to support one scholarship for a graduate student in the College of Food, Agricultural, and Environmental Sciences, as part of the Pat and Bobby Moser Scholars Program. Preference shall be given to students pursuing graduate degrees through the Department of Food Science and Technology, with emphasis on research aligned with the Center for Advanced Functional Foods Research and Entrepreneurship. Preference shall also be given with particular attention to, but not limited to, United States citizens or residents. Scholarship recipients shall be selected by the college's scholarship selection committee, in accordance with guidelines and procedures established by the dean of the college or his/her designee for scholarship administration, and in consultation with the chair of the Department of Food Science and Technology, as appropriate, and the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean or director.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the vice president for agricultural administration and dean of the College of Food, Agricultural, and Environmental Sciences.

### **The Dr. Jon R. Woods TBDBITL Marching Band Director's Fund**

The Dr. Jon R. Woods TBDBITL Marching Band Director's Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts given in honor of Dr. Jon R. Woods.

The annual distribution from this fund shall be used at the discretion of the director of The Ohio State University Marching Band to support emerging priorities and opportunities for the all brass and percussion marching band. The fund will be administered by the director of the School of Music.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the School of Music, in consultation with the director of The Ohio State University Marching Band.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of the School of Music and the director of The Ohio State University Marching Band.

### **The Louise and David A. Braver Fund for the Arts**

The Louise and David A. Braver Fund for the Arts in the Department of Theatre in the College of Arts and Science and the Wexner Center for the Arts was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Louise Braver, in memory of her husband, David A. Braver (BSBA 1956).

Every other year, the annual distribution from this fund shall provide one non-renewable scholarship for a theatre student for international study of Shakespeare and theatre. This scholarship is open to all theatre majors. Recipients shall be selected by the chair of the Department of Theatre, in consultation with the University's Office of Student Financial Aid. The theatre department's chair shall make arrangements for the recipient to provide members of the Braver family a yearly overview of his/her experience.

In alternating years, the fund's annual distribution shall be used by the Wexner Center's curatorial staff for research, as approved the director of the Center.

The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal, and the chair of the Department of Theatre or the director of the Wexner Center shall inform members of the Braver family.

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The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be determined in cooperation with the donor or her designee, in consultation with the chair of the Department of Theatre and the executive dean of the College of Arts and Science, and designated by the Foundation's Board of Directors and the University's Board of Trustees.

### **The Alpha Gamma Rho Scholarship Fund**

The Alpha Gamma Rho Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Nathan M. (BS 2000) and Julie C. (BS 2002, MS 2004) Louiso.

The annual distribution from this fund shall provide at least two non-renewable scholarships to undergraduate students who are attending the Columbus campus. To qualify, candidates must be members of Alpha Gamma Rho, have a cumulative grade point average of 3.0 or higher, and be a member of at least one club or organization. Scholarship recipients shall be selected by the College of Food, Agricultural, and Environmental Sciences Scholarship Committee under the guidelines approved by the dean of the college or his/her designee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the College of Food, Agricultural, and Environmental Sciences.

### **The Janice Pinter-Layne and Charles Layne Scholarship Fund**

The Janice Pinter-Layne and Charles Layne Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Charles A. Layne (BS 1966, PhD 1974) and Ms. Janice Pinter-Layne (BS 1974).

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Janice, who has wonderful memories of growing up in Lorain County, Ohio, always dreamed of attending The Ohio State University. For Janice, receiving a scholarship to The Ohio State University was truly a dream come true. Her time at Ohio State was filled with great experiences, creating a lifetime of memories. Janice and Chuck met on the Ohio State campus and later married. The education they received at Ohio State prepared them for successful careers and the opportunity to live in several different states; but no matter where their travels took them, they always found a fellow Buckeye with whom to bond and forge long-lasting friendships.

Janice and Chuck have established this scholarship to express their gratitude to the community of Lorain County, Ohio, and The Ohio State University for helping them fulfill their dreams, and to help make dreams come true for future Buckeyes.

The annual distribution from this fund shall be used to provide one need-based scholarship to a full-time or part-time undergraduate student attending the Columbus campus. It is the donors' desire that the scholarship be given to a student who does not qualify for Pell Grants, with preference given to a student who has applied for a student loan. First preference is to support a first-year or current student from Lorain County, Ohio.

The recipient must have a class rank comparable to a cumulative 3.0 grade point average (GPA) to be eligible for the scholarship. The scholarship is renewable up to 8 semesters, as long as the recipient maintains a cumulative 3.0 GPA and has demonstrated financial need. The scholarship may be used towards the cost of tuition, room and board, books and supplies, and miscellaneous educational expenses. The Office of Student Financial Aid will administer this scholarship fund.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and the director of the Office of Student Financial Aid.

#### **The Patrick and Jane O'Neill Endowed Scholarship Fund**

The Patrick and Jane O'Neill Endowed Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Patrick (BS 1972, PhD 1976) and Jane O'Neill.

The annual distribution from this fund shall provide a scholarship to an undergraduate student pursuing a BS in pharmaceutical sciences interested in obtaining a graduate research degree. Recipients shall be selected by the dean of the College of Pharmacy, in consultation with Student Financial Aid.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Pharmacy. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Dr. Joseph Berkeley Memorial Scholarship Fund**

The Dr. Joseph Berkeley Memorial Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Alan Berkeley.

The annual distribution from this fund shall provide one or more non-renewable scholarships to undergraduate students. Scholarship recipients shall be selected by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

August 30, 2013 meeting, Board of Trustees

### **The Erika and Paul-Henri Bourguignon Lecture Series in Art and Anthropology**

The Erika and Paul-Henri Bourguignon Lecture Series in Art and Anthropology was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Elizabeth A. Salt (MA 1975).

The annual distribution from this fund shall be used to support an annual speaker on the subject of art and anthropology, as approved by the chair of the Department of Anthropology.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Anthropology.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of Anthropology. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Chick-fil-A Bowl Scholarship Fund**

The Chick-fil-A Bowl Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Chick-fil-A Bowl and Chick-fil-A, Inc.

The annual distribution from this fund shall provide a renewable scholarship to an undergraduate student who graduated from the National Football Foundation's *Play It Smart* program at Carver, Douglass, Grady, Jackson, Mays, North Atlanta, South Atlanta, Therrell, or Washington High Schools in Atlanta, Georgia. If more than one candidate is identified, the award shall be given to the candidate with the highest academic ability. If no Atlanta *Play It Smart* student is identified in a given semester or academic year, second preference is to award a scholarship to a student from a high school in the metropolitan Atlanta area. If no candidates meet the second selection criterion, the scholarship may be awarded to a student from any high school in the state of Georgia. If there are no candidates from the state of Georgia, a discretionary scholarship may be awarded to any student. Recipients shall be selected by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

If the pending endowment has not reached full funding level by December 31, 2017, the Foundation will convert the pending endowment to a current use fund with the same intended purpose. If possible, the Foundation shall consult the donor prior to converting the fund.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and the director of Student Financial Aid.

### **Raymond and Lillian Fuller Medical Scholarship Fund**

It is proposed that Raymond and Lillian Fuller Medical Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Raymond E. Fuller, MD, and Lillian L. Fuller.

The annual distribution from this fund shall be used to support medical students with an interest in primary care, specifically internal medicine, family practice, or general pediatrics, with a preference given to those ranking in the top 25% of their class. Recipients shall be selected by the College of Medicine Scholarship Committee, in consultation with Student Financial Aid, and approved by the dean.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Medicine.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **David C. and Andria W. Goss Family Fund for Pancreatic Cancer Research**

The David C. and Andria W. Goss Family Fund for Pancreatic Cancer Research was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts in memory of Andria W. Goss and David C. Goss (BS 1960, MS 1975); Lynn Ann Goss of Columbus, Ohio; Sharon "Shermie" Goss Orazen and David "Gus" Orazen (BS 1991) of Columbus, Ohio; and Laura "Lauri" Goss Roman and Ronald J. Roman of Dublin, Ohio.

The annual distribution from this fund shall support medical research, patient care, education, and outreach programs on pancreatic cancer at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) or the Comprehensive Cancer Center (CCC). Distribution shall be allocated at the discretion of the section chief of gastrointestinal oncology, as approved by the chief executive officer of The James and director of the CCC, in consultation with the senior vice president for health sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James and director of the CCC, and the senior vice president for health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Phillip and Gail Minerich Scholarship Fund**

The Phillip and Gail Minerich Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Gail (BS 1976, Education) and Phillip (BS 1976, Horticulture) Minerich of Austin, Minnesota.

The annual distribution from this fund shall be used to support one scholarship for an undergraduate student in the College of Food, Agricultural, and Environmental Sciences. Eligible students must be majoring in food science and have demonstrated financial need. The scholarship may be retained by the same student in successive years, not to exceed 4 years, provided the student continues to meet the scholarship's criteria and maintains a minimum cumulative grade point average of 3.0 while progressing towards his/her degree. Scholarship recipients shall be selected by the college's scholarship selection committee, in accordance with guidelines and procedures established by the dean of the college or his/her designee for scholarship administration, and in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.



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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the college.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the vice president for agricultural administration and dean of the College of Food, Agricultural, and Environmental Sciences.

### **Powers Family Support Fund in Parkinson's Disease**

The Powers Family Support Fund in Parkinson's Disease was established on August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from James A. Powers and Anne K. Powers, PhD (BS 1963, MA 1983, PhD 1990) of Bexley, Ohio.

The annual distribution from this fund shall support basic and translational research related to Parkinson's disease undertaken in the Department of Neurology in the College of Medicine. Support may be directed towards, but is not limited to, the cost of supplies, equipment, salaries, education, research personnel, travel, and other activities required for quality medical research. Distribution may also be used to support patient educational programs, to maintain excellence in patient care, and to enable the growth of the center for Parkinson's disease at The Ohio State University Wexner Medical Center.

Allocation and expenditure approval shall be made by the chair of the Department of Neurology, in consultation with the dean of the College of Medicine and with the senior vice president for health sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the department chair or dean.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine and with the senior vice president for health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors in accordance with the policies of the University and Foundation.

### **The Remembrance Park Maintenance Fund**

The Remembrance Park Maintenance Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University with funds transferred from the Franklin County OSU Alumni Club Wall of Honor and Remembrance Park Fund.

The annual distribution from this fund shall be used for improvements, additions, and/or repairs for the Battelle Wall of Honor and/or Remembrance Park, as approved by the office manager of the Air Force ROTC Unit.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should not be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the Air Force Aerospace Students Department, the Department of Naval Science, and the Department of Military Science. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

### **The Margaret and Robert Scherer Family Scholarship Fund**

The Margaret and Robert Scherer Family Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Peggy (BS 1951, Home Economics Education) and Bob (BS 1950, Dairy Science) Scherer of Circleville, Ohio.

The annual distribution from this fund shall be used to support one four-year scholarship for an undergraduate student in the College of Food, Agricultural, and Environmental Sciences as part of the Pat and Bobby Moser Scholars Program. Eligible students must be residents of the state of Ohio. Preference, in order, shall be given to students from Pickaway, Fayette, and Ross counties. Scholarship recipients shall be selected by the college's scholarship selection committee, in accordance with guidelines and procedures established by the dean of the college or his/her designee for scholarship administration, and in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the college.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the vice president for agricultural administration and dean of the College of Food, Agricultural, and Environmental Sciences.

#### **Helen Swank Voice Research and Teaching Lab Endowment Fund**

The Helen Swank Voice Research and Teaching Lab Endowment Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Helen Swank (BS 1953, MA 1966).

The annual distribution from this fund shall be used to support the activities of the Helen Swank Voice Research and Teaching Lab in the College of Arts and Sciences, as recommended by the lab's director and approved by the college's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Helen Swank Voice Research and Teaching Lab, and approval of the dean of the College of Arts and Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Helen Swank Voice Research and Teaching Lab and the dean of the College of Arts and Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Lt. Col. Thomas H. Criqui and Capt. Leo S. Hillebrand, Jr., Endowment Fund**

The Lt. Col. Thomas H. Criqui and Capt. Leo S. Hillebrand, Jr., Endowment Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Lt. Col. Thomas H. Criqui (BS 1971) in memory of Capt. Leo S. Hillebrand, Jr., USMC, who was killed in action at Iwo Jima during WWII.

The annual distribution from this fund shall be used provide for scholarship assistance for at least one student based primarily on need, but also based on ability, and at least a 2.25 grade point average (GPA). The selection of students for this scholarship is to be confined to those who have shown outstanding performance in high school or at the University, and are in a United States military related program, with preference given to students in the following priority: non-scholarship U.S. Air Force ROTC contracted cadets in their junior or senior year; non-scholarship U.S. Air Force ROTC contracted cadets; U.S. Air Force ROTC contracted cadets; U.S. Marine Option Midshipmen; U.S. Navy Option Midshipmen; U.S. Army cadets: other students as deemed appropriate for this

scholarship by the University. Special consideration will be given to financial need, academic achievement, character, and qualities of leadership.

The Commander of the U.S. Air Force ROTC Detachment will select the recipients. Scholarships will be awarded in the autumn or spring semester. Payments will be made directly to the students' university accounts. In the event that the fund does not reach the \$25,000 endowment level by the year 2050, the fund may be combined with any other endowment fund that provides financial aid to contracted U.S. Air Force ROTC cadets, provided the name of the fund, Lt. Col. Thomas H. Criqui and Capt. Leo S. Hillebrand, Jr., Endowment Fund, is combined with the other fund's name. In the event that no other such fund exists, the fund will be used to provide one \$1,000 scholarship annually until depleted, based on the stated requirements. When the fund's assets amount to under \$2,000, the final scholarship amounts will be not more than \$1,500, nor less than \$500.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the Commander of the U.S. Air Force ROTC Detachment. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

#### **The Jeanette Zupancic Fund**

The Jeanette Zupancic Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Stephen P. Butt (BSSW 1963) in honor of Professor Emeritus Jeanette Zupancic.

The annual distribution shall be used at the discretion of the dean of the College of Social Work.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Social Work.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Social Work. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **William E. Nelson, Jr., Scholarship Fund**

The William E. Nelson, Jr., Scholarship Fund was established August 30, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues.

The annual distribution from this fund shall provide scholarships for undergraduate students majoring or minoring in African American and African studies, formerly known as Black studies, or graduate students seeking a Master of Arts in African American and African studies. Scholarship recipients shall be selected by the chair of the Department of African American and African Studies, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean and vice provost College of Arts and Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Glen F. Aukerman, MD, Endowed Fund for Integrative Medicine**

The Glen F. Aukerman, MD, Endowed Fund for Integrative Medicine was established July 8, 2005 by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from his family, friends, and colleagues to honor and recognize Dr. Glen Aukerman (MD 1964) for his outstanding commitment and dedication to total patient care through the integration of complementary modalities with traditional Western medicine to produce optimum patient outcomes. The description is being revised on August 30, 2013.

The annual distribution from this fund shall be used for The Ohio State University Center for Integrative Health and Wellness (CIHW) under the direction of the Center's executive director for, and not limited to, training and development, program support, outreach, student or resident support, administrative functions, research, and priority special initiatives. Allocation of distribution shall be made at the recommendation and approval of the executive director of the CIHW, in consultation with the senior vice president for health sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive director.

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The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor(s) named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive director of the CIHW and the senior vice president for health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Donald G. Dunn World War II Scholarship Fund**

The Rhonda and Michael Murnane Scholarship Fund in Honor of Donald Dunn was established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Rhonda and Michael Murnane (MD 1981) in honor of their good friend, Donald Dunn, for his 90th birthday. The fund name was revised August 30, 2013.

The annual distribution from this fund shall provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII history. Recipients shall be selected by the chair of the Department of History, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law, or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the executive dean of the College of Arts and Sciences.

#### **The Lowe Family Scholarship Fund**

The Lowe Family Scholarship Fund was established May 14, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Art and Ann

August 30, 2013 meeting, Board of Trustees

Lowe of Marion, Ohio. The fund is being closed on August 30, 2013. The principal and distribution balances shall be transferred to the principal of the *Lowe Family-Marion County GoBuck\$ Challenge Fund*.

(APPENDIX V)

**BACKGROUND**

**TOPIC:**

Creating a Comprehensive Investment Policy for the University (Combination of Long-Term Investment Pool Policy and Operating & Agency Funds Investment Policy)

**CONTEXT:**

Combines two separately Board approved investment policies into a single comprehensive policy with two sections:

- Long-Term Investment Pool
- Operating and Agency Funds

**SUMMARY:**

- The new policy has uniform format and more consistent sections
- Duties and responsibilities with regard to hiring/firing investment managers, consultants and custodians have been more clearly defined and made consistent across both sections
- The LTIP Distribution policy has been cleaned up to exclude expired provisions
- The Asset Classes of the LTIP have been renamed/simplified
- Specific performance benchmarks have been removed from both sections of the policy and will be addressed by separate action of the Finance Committee and the Board of Trustees
- Appropriate titles and Committee names have been updated to reflect changes implemented over the last 2 years
- A new provision has been added which allows the President, Provost and Senior Vice President for Business and Finance in consultation with the Chair of the Finance Committee of the Board of Trustees, to invest up to \$100 million in funds which are outside the normal LTIP asset allocation and benchmark provisions, but in the best interests of the University

**REQUESTED OF FINANCE COMMITTEE**

Approval



## **OFFICE OF BUSINESS AND FINANCE INVESTMENT POLICY**

### **OBJECTIVE**

The objective of this Investment Policy is to establish the overall goals, management responsibilities, investment strategies and discipline for the investment portfolios of The Ohio State University (the "University"). This Investment Policy is intended to permit sufficient flexibility to capture investment opportunities, yet provide parameters that ensure prudence and care in the execution of the investment program. This Investment Policy is issued for the guidance of fiduciaries, including the Board of Trustees, Finance Committee members, staff, investment managers, investment consultants and custodians for oversight of the University's investment portfolios. It also states the standards and disciplines adopted so that the Board of Trustees and its Finance Committee can effectively evaluate the performance and operations of the investment portfolios. This Investment Policy is divided into two sections: Long-Term Investment Pool and Operating and Agency Funds' Portfolios.

### **I. LONG-TERM INVESTMENT POOL PORTFOLIO**

#### **A. GOALS**

The Long-Term Investment Pool (the "LTIP") was established to provide financial support for the long-term use and benefit of the University in support of its mission. The goal is to manage LTIP assets with prudence and discipline to achieve that purpose. The LTIP will be invested using a total return objective to meet its goals. Funds in the LTIP will be invested in a manner that over the long term will preserve and maintain the real purchasing power of the principal while allowing for an annual distribution as described below.

#### **B. COMPONENTS OF THE LONG-TERM INVESTMENT POOL**

The LTIP consists of endowments, quasi-endowments, term endowments and those funds held for the benefit of others.

Endowment funds are funds received from donors or other sources with a restriction that the original principal is not expendable, and distributed income is to be used as prescribed.

Quasi-endowment funds are funds in which the principal can be spent at the discretion of the University's Board of Trustees. Quasi-endowment funds may include funds derived from sources described in Ohio Revised Code Section 3345.05, including tuition. Quasi-endowment funds also may include operating funds of the University available for long-term investment, as described below in Sections E(3) (Asset Allocation and Rebalancing) and G (Operating Fund Limitations) under Operating and Agency Funds Portfolio.

Term endowment funds are funds for which there is a stipulation that the principal may be expended after a stated period of time or upon the occurrence of a certain event.

#### **C. FIDUCIARY STANDARDS**

The Board of Trustees, Finance Committee members, staff, investment managers, consultants and custodians are fiduciaries. Accordingly, these individuals are required to:

- Act solely in the interest of the University, for the purposes of providing income and maintaining the real purchasing power of the principal.
- Act with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.
- Diversify the investments of the LTIP in order to minimize overall risk, and to provide investment returns to achieve the LTIP's stated goals.

#### **D. DUTIES AND RESPONSIBILITIES**

1. **Board of Trustees.** The University Board of Trustees has overall responsibility for this LTIP Investment Policy and approval of Finance Committee members. The Board of Trustees votes on items brought forth by the Finance Committee.
2. **Finance Committee of the Board of Trustees.** The Finance Committee has strategic oversight responsibility for the investment program and operations of the LTIP. The Committee shall work with the Senior Vice President for Business and Finance and the Chief Investment Officer to ensure the LTIP is well managed, in accordance with this LTIP Investment Policy. The Finance Committee shall meet at least quarterly.
3. **Senior Vice President for Business and Finance.** The Senior Vice President for Business and Finance has oversight responsibility for the LTIP's investment operations and reporting. The Senior Vice President for Business and Finance shall review operations and reporting within the Office of Investments to ensure compliance with established policies and procedures.
4. **Chief Investment Officer.** The Chief Investment Officer is responsible for managing the LTIP's investment operations and reporting. The Chief Investment Officer shall review and recommend policies and procedures that are consistent with the investment objectives of the LTIP. The Chief Investment Officer shall report to the Senior Vice President for Business and Finance and the Finance Committee, at least quarterly.
5. **Investment Managers.** The University utilizes external investment managers approved by the Chief Investment Officer and Senior Vice President for Business and Finance to provide portfolio management services. The investment managers may be given discretion, consistent with specified objectives and guidelines, to manage LTIP assets. Investment managers operate under a formal contract with the University that delineates responsibilities, risk parameters, administration requirements and compensation. The Investment Management contracts may be terminated by the Chief Investment Officer and/or the Senior Vice President for Business and Finance.
6. **Consultants.** The University may utilize the services of one or more investment consultants to assist the Chief Investment Officer in the areas of: policy development, asset allocation, investment structure analysis, investment manager selection, performance review and other specialized investment topics. Consultants operate under a formal contract with the University that delineates responsibilities, risk parameters and performance expectations, administration requirements and compensation. Consulting contracts may be entered into and terminated by the Chief Investment Officer and/or the Senior Vice President for Business and Finance.
7. **Custodians.** The University retains one or more custodian banks or trust institutions to custody and report on the assets of the LTIP. Custodial contracts may be entered into and terminated by the Chief Investment Officer and/or the Senior Vice President for Business and Finance.

## **E. DISTRIBUTION POLICY**

Each component fund of the LTIP has a separate distribution account. Distributions will be credited to a fund's distribution account at the beginning of each fiscal year according to a formula approved by the Board of Trustees as follows:

1. The aggregate distribution amount is calculated on a seven-year moving average of the market value of the LTIP, except as set forth in Section H below.
2. The distribution rate is 4.25%.

Distributions may be reinvested into principal; however, any reinvested distribution cannot be redistributed or withdrawn at another time except as stated above.

## **F. ASSET ALLOCATION AND GUIDELINES**

1. **Time Horizon.** The LTIP's investment horizon is perpetual; therefore interim performance fluctuations should be viewed with this perspective. Similarly, the underlying capital market assumptions of the University's asset allocation plan for the LTIP are based on this long-term perspective.
2. **Risk Tolerance.** The Board of Trustees, the Finance Committee, and staff recognize the challenge of achieving the LTIP's investment objectives in light of the uncertainties and complexities of investment markets. They also recognize that prudent levels of investment risk are necessary to achieve the stated investment goals.
3. **Asset Allocation and Rebalancing.** Asset allocation is thought to be the largest contributor to overall LTIP return performance and risk characteristics. The Finance Committee and the Board of Trustees will periodically evaluate the LTIP's asset class strategies and opportunities, and establish a long-term asset allocation plan. After a thorough study of the available asset class opportunities, return objectives and risk tolerance, the Board of Trustees and Finance Committee approved the following asset classes and allocations for the LTIP:

<u>Asset Class</u>	<u>Range</u>
Global Equity	10-50%
Global Credit	10-50%
Private Capital	10 – 25%
Real Assets	10 - 25%

Futures, options, forward contracts, and swap agreements may be utilized in a manner that is consistent with the policies and objectives contained within this LTIP Investment Policy. Such instruments should be used to hedge risk in the LTIP portfolio or to implement investment strategies more efficiently and at a lower cost than would be possible in the cash market. Such instruments should not be used for purely speculative purposes.

4. **Investment Manager Guidelines.** The investment guidelines incorporated into each manager's contract documents the risk parameters of the manager's investment approach. The guidelines also specify the typical characteristics of the portfolio. These characteristics are used to monitor a manager's investment style adherence to insure that the manager is continuously fulfilling its investment role in the LTIP.

5. **Benchmarks.** The Board of Trustees is responsible for approving performance benchmarks to evaluate the performance of the LTIP portfolio. The Chief Investment Officer will review the benchmarks annually and recommend changes, if any, to the Senior Vice President for Business and Finance. Based on such recommendations by the Chief Investment Officer, the Senior Vice President for Business and Finance may recommend to the Finance Committee changes to the benchmarks. If the Finance Committee approves such recommendations, then the Finance Committee will bring the recommendations forward for a vote by the Board of Trustees.

#### **G. INVESTMENT MONITORING PROCESS**

The LTIP's investment managers and consultants will be monitored for consistency of investment philosophy, return relative to objectives, and investment risk. The Office of Investments will monitor the overall LTIP results and investment portfolios, but results will be evaluated on a long-term basis. The following manager issues will be considered potential causes for termination by the Chief Investment Officer: (1) failure to comply with the applicable investment style, guidelines, performance objectives, and fees, (2) a material change in ownership or personnel, or (3) a violation or potential violation of the terms of the investment manager agreement or other applicable laws and regulations.

#### **H. ACCOUNT VALUATION**

LTIP funds invested in the LTIP are allocated a number of units. At the end of each month LTIP investments are valued and a unit value calculated based on the aggregate number of units assigned to each LTIP fund. The unit value calculation also takes into account earnings, investment expenses and fees. New LTIP funds and additions/withdrawals from established funds are processed at the end of each month. Additions will be allocated units only with the addition of cash. Non-marketable gifts will be liquidated first, and units allocated based on cash proceeds. Withdrawals may be made only from invadable funds upon the written request of the applicable Dean or Vice President.

Notwithstanding the foregoing, the President, the Provost and the Senior Vice President for Business and Finance of the University, in consultation with the Chair of the Finance Committee of the Board of Trustees, may direct that certain LTIP funds that are transferred to the LTIP from Operating Funds as further described in Section II(E)(3)(b), up to a maximum amount of \$100 million, be invested at their discretion in compliance with this Policy, other than the Asset Allocation and Rebalancing and Benchmarks provisions and as expressly set forth in this paragraph. Such LTIP funds will not be allocated units in the LTIP and any investments made using such funds will not be included in the unit value calculation referred to above. Such LTIP funds will constitute a separate component fund of the LTIP and will receive distributions in the amount of and only to the extent of distributions on the underlying investments made using such funds. Investment expenses and fees will be assessed on such funds to the extent applicable.

#### **I. EXERCISE OF SHAREHOLDER RIGHTS**

The University recognizes that publicly traded securities and other assets of the LTIP may include certain ancillary rights, such as the right to vote on shareholder resolutions at companies' shareholders' meetings, and the right to assert claims in securities class action lawsuits or other litigation. The University requires of itself and its external managers the prudent management of these LTIP assets for the exclusive purpose of enhancing the value of the LTIP. The Chief Investment Officer has the authority to delegate proxy voting to external managers to maximize fund value, reserving the right to direct the voting on specific issues as needed. The Chief Investment Officer will make best efforts to implement this policy in a socially and environmentally responsible manner.

## **J. REVIEW AND MODIFICATION OF INVESTMENT POLICY STATEMENT**

This LTIP Investment Policy is in effect until modified by the Board of Trustees. While material changes are expected infrequently, the Chief Investment Officer will review the LTIP Investment Policy at least annually for continued appropriateness and recommend any changes to the Senior Vice President for Business and Finance. Based on such recommendations by the Chief Investment Officer, the Senior Vice President for Business and Finance may recommend such changes to the Finance Committee. If the Finance Committee approves such recommendations, then the Finance Committee will bring the recommendations forward for a vote by the Board of Trustees.

## **K. EXCEPTIONS**

Modifications and exceptions to this LTIP Investment Policy shall be authorized by resolution of the Board of Trustees or as provided herein. The terms and conditions of this LTIP Investment Policy as to endowment funds may be waived to accept and administer donated funds or property with donor restrictions and approved by the Board of Trustees.

In order to meet its fiduciary responsibility to its academic programs and its donors, the University seeks to maximize its investment returns within appropriate levels of risk under guidelines established by the Board of Trustees as granted by the Ohio Revised Code. As a public institution, the University also recognizes a duty to support larger societal objectives as well.

Divestment for non-economic reasons should be recommended through the governance process, i.e. student government, University Senate or an appropriate committee. The recommendation would go to the Senior Vice President for Business and Finance. The Senior Vice President for Business and Finance should ask the Chief Investment Officer to review the potential impact on the LTIP of any divestment. If the cumulative impact to the LTIP of divestment for non-economic reasons is less than \$5,000,000 over a two-year period, the Senior Vice President for Business and Finance may then bring the recommendation forward to the President's Cabinet for final approval. If the cumulative impact to the LTIP is greater than \$5,000,000, the Senior Vice President for Business and Finance may then bring the recommendation forward to the President's Cabinet for approval, but if approved, a policy change must be brought forward for a vote by the Finance Committee of the Board of Trustees.

## **L. CONFLICTS OF INTEREST**

It is critical that there be no conflicts of interest or perceptions of conflicts of interest when making investment decisions related to the management of the LTIP. Therefore, if a member of the Board of Trustees, Finance Committee or the OSU Foundation Board is connected to an investment firm, the University will not invest in any funds managed by that firm. In addition, no employee of the Office of Investments will invest his/her personal monies in funds in which the LTIP is invested.

# **II. OPERATING AND AGENCY FUNDS PORTFOLIO**

## **A. GOALS**

The Operating and Agency Funds (the "Operating Funds") will be invested in diversified portfolios with the intention of obtaining a reasonable yield, balanced with a component invested for appreciation, while adhering to a prudent level of risk, and retaining sufficient liquidity to meet cash flow requirements of the University. Certain of the agency portfolios may have additional goals and policies specific to their use. These goals and policies will be in writing and approved by the Senior Vice President for Business and Finance.

## **B. COMPONENTS OF THE OPERATING AND AGENCY FUNDS**

The Funds consist of the Short-Term Operating Fund, gift annuity and trust funds, student loan funds, and other non-LTIP funds which are under the control and supervision of the Vice President and Treasurer. The Short-Term Operating Fund consists of two pools: the Short-Term Pool and the Intermediate-Term Pool, as described below.

## **C. FIDUCIARY STANDARDS**

The Board of Trustees, Finance Committee members, staff, investment managers, consultants and custodians are fiduciaries. Accordingly, these individuals are required to:

- Act solely in the interest of the University, for the purposes of providing income and preserving principal.
- Act with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.
- Diversify the investments of the Operating Funds in order to minimize overall risk, and to provide investment returns to achieve the Operating Funds' stated goals.

## **D. DUTIES AND RESPONSIBILITIES**

1. **Board of Trustees.** The University Board of Trustees has overall responsibility for this Operating and Agency Funds Investment Policy and approval of Finance Committee members. The Board of Trustees votes on items brought forth by the Finance Committee.
2. **Finance Committee of the Board of Trustees.** The Finance Committee has strategic oversight responsibility for the investment program and operations of the Funds. The Committee shall work with the Senior Vice President for Business and Finance and the Vice President and Treasurer to ensure the Operating Funds are managed, in accordance with this Operating and Agency Funds Investment Policy. The Finance Committee shall meet at least quarterly.
3. **Senior Vice President for Business and Finance.** The Senior Vice President for Business and Finance has oversight responsibility for the Operating Funds' investment operations and reporting. The Senior Vice President for Business and Finance shall review operations and reporting within the Office of the Treasurer to ensure compliance with established policies and procedures.
4. **Vice President and Treasurer.** The Vice President and Treasurer is responsible for managing the Operating Funds' investment operations and reporting. The Vice President and Treasurer shall review and recommend policies and procedures that are consistent with the investment objectives of the Funds. The Vice President and Treasurer shall report to the Senior Vice President for Business and Finance and the Finance Committee at least quarterly.
5. **Investment Managers.** The University utilizes external investment managers approved by the Vice President and Treasurer and the Senior Vice President for Business and Finance to provide portfolio management services. The investment managers may be given discretion, consistent with specified objectives and guidelines, to manage assets of the Operating Funds. Investment managers operate under a formal contract with the University that delineates

responsibilities, risk parameters administrative requirements and compensation. The Investment Management contracts may be terminated by the Vice President and Treasurer and/or the Senior Vice President for Business and Finance.

6. **Consultants.** The University may utilize the services of one or more investment consultants to assist the Vice President and Treasurer in the areas of: policy development, asset allocation, investment structure analysis, investment manager selection, risk parameters, performance review and other specialized investment topics. Consultants operate under a formal contract with the University that delineates responsibilities, and performance expectations, administration requirements and compensation. Consulting contracts may be entered into and terminated by the Vice President and Treasurer and/or the Senior Vice President for Business and Finance.
7. **Custodians.** The University retains one or more custodian banks or trust institutions to custody and report on the assets of the Funds. Custodial contracts may be entered into and terminated by the Vice President and Treasurer and/or the Senior Vice President for Business and Finance.

#### **E. ASSET ALLOCATION AND GUIDELINES**

1. **Time Horizon.** The University's Short-Term Operating Fund is divided into two pools: Short-Term Pool, which represents at least thirty (30) days of total University expenditures, and has an investment horizon of less than one (1) year; and the Intermediate-Term Pool, which represents the remainder of the Short-Term Operating Fund and has an investment horizon of one (1) to five (5) years.
2. **Risk Tolerance.** The Board of Trustees, the Finance Committee, and staff recognize the challenge of achieving the Operating Funds' investment objectives in light of the uncertainties and complexities of investment markets. They also recognize that prudent levels of investment risk are necessary to achieve the stated investment goals.
3. **Asset Allocation and Rebalancing.** Asset allocation is thought to be the largest contributor to overall return performance and risk characteristics of the Operating Funds. The Short-Term Operating Fund serves as the working cash balance to provide necessary liquidity for the University's operations. The Board of Trustees and Finance Committee will periodically evaluate the allocation between the LTIP and the Short-Term Operating Fund for appropriateness.

Market fluctuations, cash flows and liquidity issues will cause the actual asset allocations to fluctuate. The Vice President and Treasurer will rebalance the portfolio to policy as follows:

- a. **Short- and Intermediate-Term Pools.** The Short-Term Pool shall cover at least thirty (30) days of University cash flow. At least 25% of the Short-Term Operating Fund should be in the Short-Term Pool, as a reserve, in accordance with Section G below. The amount of the Short-Term Operating Fund must be enough to cover at least sixty (60) days cash flow and must be greater than or equal to 110% of all variable rate debt including commercial paper.

- b. **LTIP.** After the amount of each of the Short- and Intermediate-Term Pools is determined, monies may be transferred to the LTIP. Operating Funds available for transfer to the LTIP should be net of bond construction funds. No more than 60% of Operating Funds may be transferred to the LTIP.
  - c. **General.** The allocation amounts will be reviewed periodically by the Vice President and Treasurer but at least semi-annually. The number used to calculate days of University cash flow will be based on the Board of Trustees approved University budget.
  - d. **Other Funds.** Operating Funds other than the Short-Term Operating Fund will be managed according to this Operating and Agency Funds Investment Policy with asset allocations approved by the Vice President and Treasurer.
4. **Investment Manager Guidelines.** The investment guidelines incorporated into each manager's contract documents the risk parameters of the manager's investment approach. The guidelines also specify the typical characteristics of the portfolio. These characteristics are used to monitor a manager's investment style adherence to insure that the manager is continuously fulfilling its investment role in the Operating Funds.
5. **Benchmarks.** The Board of Trustees is responsible for approving performance benchmarks to evaluate the performance of the Operating Funds portfolio. The Vice President and Treasurer will review the benchmarks annually and recommend changes, if any, to the Senior Vice President for Business and Finance. Based on such recommendations by the Vice President and Treasurer, the Senior Vice President for Business and Finance may recommend to the Finance Committee changes to the benchmarks. If the Finance Committee approves such recommendations, then the Finance Committee will bring the recommendations forward for a vote by the Board of Trustees.

#### **F. INVESTMENT MONITORING PROCESS**

The Operating Funds' investment managers will be monitored for consistency of investment philosophy, return relative to objectives, and investment risk. The Vice President and Treasurer and the Senior Vice President for Business and Finance will monitor the overall results and investment portfolios of the Operating Funds, but results will be evaluated on a long-term basis. The following manager issues will be considered potential causes for termination: (1) failure to comply with the applicable investment style, guidelines, performance objectives, and fees, (2) a material change in ownership or personnel, or (3) a violation or potential violation of the terms of the investment manager agreement or other applicable laws and regulations.

#### **G. OPERATING FUND LIMITATIONS**

Ohio Revised Code Section 3345.05(c)(i) requires that investment of at least twenty-five percent (25%) of the average amount of the Operating Funds portfolio over the course of the previous fiscal year be invested in securities of the United States government or of its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of this state or any political subdivision of this state, certificates of deposit of any national bank located in this state, written repurchase agreements with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds, or bankers acceptances maturing in two hundred seventy (270) days or less which are eligible for purchase by the federal reserve system, as a reserve. Eligible funds above the funds that meet the foregoing condition may be



pooled with other University funds, including the LTIP, and invested in accordance with Ohio Revised Code Section 1715.52.

#### **H. EXERCISE OF SHAREHOLDERS RIGHTS**

The University recognizes that publicly traded securities and other assets of the Fund may include certain ancillary rights, such as the right to vote on shareholder resolutions at companies' shareholders' meetings, and the right to assert claims in securities class action lawsuits or other litigation. The University requires of itself and its external managers the prudent management of these assets for the exclusive purpose of enhancing the value of the Operating Funds. The Vice President and Treasurer has the authority to delegate proxy voting to external managers to maximize fund value, reserving the right to direct the voting on specific issues as needed. The Vice President and Treasurer will make best efforts to implement this policy in a socially and environmentally responsible manner.

#### **I. REVIEW AND MODIFICATION OF INVESTMENT POLICY STATEMENT**

This Operating and Agency Funds Investment Policy is in effect until modified by the Board of Trustees. While material changes are expected infrequently, the Vice President and Treasurer will review this Operating and Agency Funds Investment Policy at least annually for continued appropriateness and recommend any changes to the Senior Vice President for Business and Finance. Based on such recommendations by the Vice President and Treasurer, the Senior Vice President for Business and Finance may recommend such changes to the Finance Committee. If the Finance Committee approves such recommendations, then the Finance Committee will bring the recommendations forward for a vote by the Board of Trustees.

#### **J. EXCEPTIONS**

Modifications and exceptions to this Operating and Agency Funds Investment Policy shall be authorized by resolution of the Board of Trustees or as provided herein. The terms and conditions of this Operating and Agency Funds Investment Policy may be waived to accept and administer donated funds or property with donor restrictions and approved by the Board of Trustees.

#### **K. CONFLICTS OF INTEREST**

It is critical that there be no conflicts of interest or perceptions of conflicts of interest when making investment decisions related to the management of the Operating Funds. Therefore, if a member of the Board of Trustees, Finance Committee, or the OSU Foundation Board is connected to an investment firm, the University will not invest in any funds managed by that firm. In addition, no employee of the Office of the Treasurer involved with investments will invest his/her personal monies in funds in which the Operating Funds are invested.

(APPENDIX VI)

## **College of Food, Agriculture and Environmental Sciences Projects**

### **Background**

The College of Food, Agriculture and Environmental Sciences (CFAES) is an important link to our land grant history. It has strong active collaborations with Business, Engineering and the Life Sciences. The college is also at a pivotal point in its history. Its existing facilities west of the river are nearing the end of their useful lives and require a major reinvestment. Consequently, the Framework Plan envisions the college as the anchor tenant of a new Science & Technology Gateway on the St. John Arena parcel. In support of this concept and of the Discovery Themes, buildings in this district will be collaborative, integrated and multi-disciplinary.

Given the complex nature of the enabling projects on the St John Arena parcel, funding constraints and the reality of relocating the functions of multiple buildings to new space, the timeframe for the full relocation of CFAES could take up to 15 to 20 years. As a result of that timeframe, a gap strategy has been developed to address the significant deferred maintenance issues while enhancing the student experience. Two proposed projects are the highest priority for capital investment: Kottman Hall renovation and CFAES Library and Student Success Center.

Kottman Hall, built in 1981, consists of over 100,000 ASF of classroom, laboratory and office space. There has been no significant investment in the building over the past 30 years leaving many building systems past their useful life and failing. Temporary chillers and generators have been employed at Kottman Hall for the past five years. The current Facility Condition Index is 69%.

The Agriculture Administrative building houses the Food, Agriculture and Environmental Sciences Library. This is used by not only the faculty, staff and students of CFAES, but also the broader OSU community, including partners in the Colleges of Biological Sciences, Engineering and Veterinary Medicine. The current space is antiquated and does not allow for the collaborative and social learning spaces desired by today's user.

### **Project Descriptions**

#### **Kottman Hall Renovation**

There are four components to the Kottman Hall renovation:

- 1) Window replacement on the 3<sup>rd</sup>, 4<sup>th</sup> and part of the 2<sup>nd</sup> floors;
- 2) Renovation of the existing fume hood exhaust and building HVAC systems;
- 3) Roof replacement;
- 4) Provide chilled water to four buildings in the district – Kottman Hall, Howlett Hall, Parker Food Science Building and the Animal Sciences Building.

These renovations will extend the useful life of the building, improve energy utilization and efficiency, reduce maintenance time and expense, and create a more comfortable environment for faculty, staff and students.

#### **CFAES Library and Student Success Center**

This collaboration between the CFAES and University Libraries will transform the existing aging facility to better meet the evolving needs of the 21<sup>st</sup> century user. A multi-functional, inviting space will become the hub of the mid-west campus for faculty and students alike. Additionally, the project will include a renovated administrative suite allowing college leadership to collaborate in a centralized space. Highlights of the project include: Dramatic and transparent new entry to the library adjacent to the primary east building entry, fully ADA compliant entrance, collection and second level, computer stations,

August 30, 2013 meeting, Board of Trustees

collaborative rooms, new larger conference space, wireless networking, new interior finishes and furnishings.

### Funding

All four components of the Kottman Hall renovation have been approved in prior years' Capital Investment Program. The chilled water project was approved by the Board of Trustees in August 2012. Combining these four projects will improve project management and logistics through the utilization of one construction manager. The project is funded by a combination of State and local funds.

The Library and Student Success Center was approved in the 2013-2017 Capital Investment Program. Additional CFAES funds have been added to the project to create a collaborative administrative suite.

<b>Project Description</b>	<b>Amount</b>	<b>Funding Source</b>
Kottman Hall Fume Hood Repairs	\$4,128,700.00	State Appropriations (SB 312), Old House Bill Money, Repair & Renewal Funds
Kottman Hall Roof Replacement	\$913,500.00	State Appropriations (SB 312)
Kottman Hall Window Replacement	\$2,900,000.00	CFAES General Funds, Campus Wide Window Replacement Funds
Midwest Campus Chilled Water Systems Upgrades	\$5,000,000.00	State Appropriations (HB 482), Repair & Renewal Funds
Library & Student Success Center	\$5,101,052.17	CFAES & University Libraries General Funds

### Summary

The College of Food, Agricultural and Environmental Sciences' physical re-integration with campus east of the Olentangy River represents perhaps the most significant event in its history. It marks not just the progressive occupation of new space, but also an historic opportunity for physical and programmatic collaboration and integration with the rest of campus. The Discovery Themes in particular provide a compelling framework under which the entrepreneurial nature and history of innovation that characterize CFAES can drive that integration. To achieve that end, CFAES will emphasize the sequential migration of our people and programs in a manner that provides the greatest opportunities for establishing and strengthening partnerships that advance the university's education, research and engagement missions. We envision faculty, staff and students comprising the primary migratory waves, and administrative personnel and functions moving last. Until the process is complete, CFAES will need to make both upfront and periodic investments in physical infrastructure in order to recruit and retain the best possible faculty, conduct cutting edge research, and deliver exceptional educational and outreach programs. Likewise, the consolidation of college leadership and core functions into a common physical space is essential in order to create the One College culture and operational environment necessary for us to be part of One University.

Project Data Sheet for Board of Trustees Approval

Kottman Hall Renovation

OSU-130501

Project Location: Kottman Hall

103,213 ASF / 167,040 GSF

- **project budget**

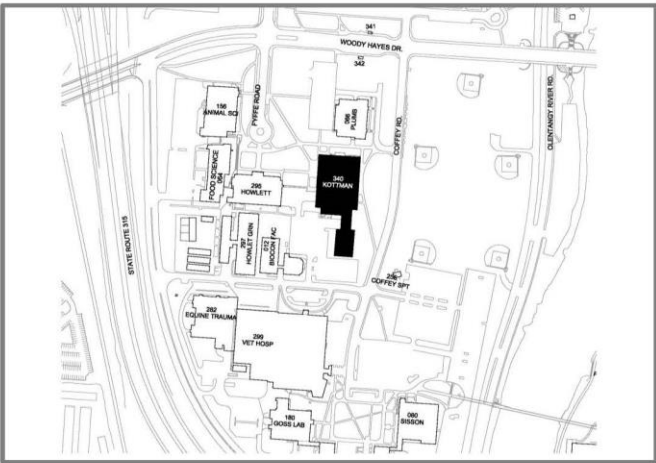
construction w/contingency	\$11.7M
professional services	\$1.4M
total project budget	\$13.1M
- **funding sources**

state appropriations (\$7.5M); FOD funds (\$3.2M); general funds (\$2.4M)	
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- **project schedule**

BoT design approval	08/13
design/bidding	12/13 – 08/14
construction	09/14 – 09/15



- **project scope**
  - the project will replace the windows on the 3<sup>rd</sup>, 4<sup>th</sup> and part of the 2<sup>nd</sup> floors; renovate the existing fume hood exhaust and building HVAC systems; and replace the roof
  - the project will provide chilled water to Kottman Hall, Howlett Hall and the Parker Food Science Building
  - this project combines several separate Kottman Hall projects for improved project management and logistics
  - this project will use the CM at Risk delivery method
- **approval requested**
  - approval is requested to move forward with design and construction



- **project team**

University project manager:	Bill Holtz
AE/design architect:	tbd
CM at Risk	tbd

Project Data Sheet for Board of Trustees Approval

**Ag Admin – CFAES Library and Student Success Ctr**  
OSU-120600

Project Location: Agricultural Administration Building

59,843 ASF / 100,196 GSF

<b>project budget</b>	
construction w/contingency	\$4.6M
professional services	\$0.5M
total project budget	\$5.1M

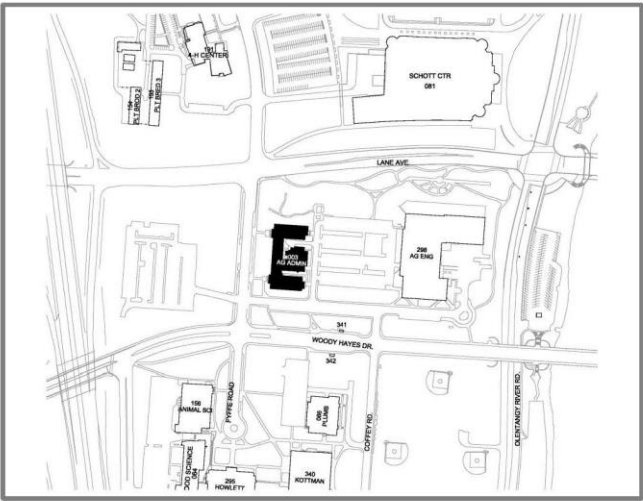
- funding sources**
  - general funds (\$5.1M)

- project schedule**

design/bidding	04/13 – 04/14
construction	04/14 – 11/15



- project scope**
  - the project will renovate the Agricultural Administration Library to create the CFAES Library & Student Success Center; renovation work includes increasing shelving capacity, creating an accessible entrance, and increasing seating and computer access
  - the renovation work will follow one of the option identified in an April 2012 study
  - this project will also relocate and expand the Dean's suite to the southeast wing to provide a more open, collaborative environment for the Dean and staff
- approval requested**
  - approval is requested to move forward with design and construction



- project team**

University project manager:	Kristin Poldemann
AE/design architect:	Acock Associates Architects
CM at Risk	Robertson Construction Services, Inc

